O.R. TAMBO
DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN (IDP)
2017 - 2022

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LIST OF ABBREVIATIONS AND ACRONYMS

A/A:	Administrative Area
AG:	Auditor General
AGSA:	Auditor General South Africa
B2B:	Back to Basics
CAA:	Civil Aviation Authority
CBD:	Central Business District
CCMDD:	Central Chronic Medicines Dispensing and Distribution
CDW:	Community Development Worker
CFO:	Chief Financial Officer
CIDB:	Construction Industry Development Board
COGTA:	Cooperative Governance and Traditional Affairs
CPMD:	Certificate in Public Management and Development
CSIR:	Council for Scientific and Industrial Research
DBSA:	Development Bank of South Africa
DCF:	District Communication Forum
DCoG:	Department of Cooperative Governance
DEDEAT:	Department of Economic Development Environmental Affairs and Tourism
DFA:	Development Facilitation Act
DM:	District Municipality
DMP:	Disaster Management Plan
DRA:	Disaster Risk Assessment
DRDAR:	Provincial Department of Rural Development and Agrarian Reform
DRDLR:	National Department of Rural Development and Land Reform
DRM:	Disaster Risk Management
DWA:	Department of Water Affairs
DWAF:	Department of Water Affairs and Forestry
EAP:	Economically Active Population
ECD:	Early Childhood Development
ECDC:	Eastern Cape Development Corporation
ECDOT:	Eastern Cape Department of Transport
ECPTA:	Eastern Cape Parks and Tourism Agency
ECSECC:	Eastern Cape Socio Economic Consultative Council
EIA:	Environmental Impact Assessment
ELIDZ:	East London Industrial Development Zone
EMP:	Environmental Management Plan
EMS:	Emergency Medical Services
EPWP:	Expanded Public Works Programme
FIS:	Focused Intervention Study
FPA:	Fire Protection Area
GDP:	Gross Domestic Product
GHGs:	Greenhouse Gases
GRAP:	Generally Recognised Accounting Practice
GVA:	Gross Value Added
HDI:	Human Development Index
HLOS:	High Level Operating System
HPRS:	Health Patient Registration System
HR:	Human Resources
HSP:	Housing Sector Plan
ICT:	Information and Communications Technology
IDP:	Integrated Development Plan
IGR:	Inter-Governmental Relations
IPCC:	Intergovernmental Panel on Climate Change
IPTN:	Integrated Public Transport Network
IS:	Information Systems
ITCC:	Integrated Transport Coordinating Committee
ITP:	Integrated Transport Plan
IWMP:	Integrated Waste Management Plan
KFPM:	Kei Fresh Produce Market
KPA:	Key Performance Area
KPI:	Key Performance Indicator
KSD:	King Sabata Dalindyebo Local Municipality
LCC:	Land Capability Classes
LED:	Local Economic Development
LG:	Local Government
LGE:	Local Government Elections
LGSETA:	Local Government Sector Education and Training Authority
LLF:	Local Labour Forum
LM:	Local Municipality

MAAP:	Management Audit Action Plan
MANCO:	Management Committee
MAYCO:	Mayoral Committee
MR:	Mobility Route
MDGs:	Millennium Development Goals
MEC:	Member of the Executive Council
MFMA:	Municipal Finance Management Act
MIG:	Municipal Infrastructure Grant
MISA:	Municipal Infrastructure Support Agency
MM:	Municipal Manager
MMC:	Member of Mayoral Committee
MOM:	Municipal Oversight Model
MPA:	Marine Protected Area
MPAC:	Municipal Public Accounts Committee
MRM:	Moral Regeneration Movement
MSA:	Municipal Systems Act
MSCOA:	Municipal Standard Chart of Accounts
MTEF:	Medium Term Expenditure Framework
MTREF:	Medium Term Revenue and Expenditure Framework
MuniMEC:	Intergovernmental body consisting of CoGTA MEC and all Mayors of the Province
MWIG:	Municipal Water Infrastructure Grant
NDP:	National Development Plan
NEMA:	National Environmental Management Act
NEMWA:	National Environmental Management Waste Act
NGO:	Non-Governmental Organisation
NHI:	National Health Insurance
NKPI:	National Key Performance Indicator
NLTA:	National Land Transport Act
NMDC:	National Disaster Management Centre
NMDF:	National Disaster Management Framework
NMT:	Non-motorised Transport
NQF:	National Qualifications Framework
NSDP:	National Spatial Development Perspective
NSDS:	National Skills Development Strategy
NTSS:	National Tourism Sector Strategy

OHS:	Occupational Health and Safety
ORTDM:	O.R. Tambo District Municipality
PC:	Primary Corridor
PDP:	Provincial Development Plan
PE:	Performance Enabler
PFMA:	Public Finance Management Act
PHC:	Primary Health Care
PIDS:	Provincial Industrial Development Strategy:
PIPTNMP:	Provincial Integrated Public Transport Network Management Plan
PMO:	Project Management Office
PMS:	Performance Management System
PN:	Primary Node
PT:	Public Transport
RRAMS:	Rural Roads Assessment Management Systems
SAIMSA:	Southern Africa Inter-Municipal Sports Association
SALGA:	South African Local Government Association
SANDF:	South African National Defense Force
SANRAL:	South African National Roads Agency
SAPS:	South African Police Service
SASSA:	South African Social Security Agency
SCM:	Supply Chain Management
SDBIP:	Service Delivery and Budget Implementation Plan
SDF:	Spatial Development Framework
SDGs:	Sustainable Development Goals
SEA:	Strategic Environmental Assessment
SMME:	Small, Medium and Micro Enterprises
SOC:	State Owned Corporation
SONA:	State of the Nation Address
SoP:	Separation of Powers
SPLUMA:	Spatial Land Use Management Act
SPU:	Special Programmes Unit
SRACH:	Sports, Recreation, Arts, Culture and Heritage
SR-TF:	Special Routes- Tourism Focus
TN:	Tertiary Node
UNFCCC:	United Nations Framework Conversion on Climate Change

VIP:	Ventilated Improvement Pit
WBOT:	Ward Based Outreach Team
WBPIS:	Ward Based Planning and Information System
WCSEZ:	Wild Coast Special Economic Zone
WMA:	Water Management Area
WSA:	Water Services Authority
WSP:	Water Services Provider
WSDP:	Water Services Development Plan
WWF:	World Wildlife Fund

EXECUTIVE SUMMARY

Local government is the sphere of government closest to the people. Many of the basic services such as water, sanitation, refuse removal, municipal roads and storm water are delivered to the communities directly by municipalities. The Constitution of the Republic of South Africa (1996) established local government as a sphere of government comprised of municipalities to achieve the following objectives-

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

The Constitution also mandates municipalities to structure and manage their administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community. It further requires municipalities to participate in national and provincial development programmes. In order to realise the above objectives and mandate, municipalities are expected to develop long term development strategies that would guide the developmental agenda of their respective jurisdictions.

The Local Government: Municipal Systems Act (Act 32 of 2000) as amended establishes the framework through which strategic developmental planning should be conducted in a municipality. Section 25 of the Municipal Systems Act stipulates that each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets must be based;
- Complies with the provisions of Chapter 5 of the Act; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

In addition, Section 26 of the Municipal Systems Act specifies that an IDP must include:

- The municipal council's vision including the municipal critical developmental and transformation needs;
- An assessment of the existing level of development in the municipality;
- The council's developmental priorities and objectives, including its local economic development aims;
- The councils' development strategies, which must be aligned to national and provincial sector plans;
- A spatial development framework which must include basic guidelines for a land use management system;
- The council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for the next three years; and
- The municipality's key performance indicators and performance targets.

The Municipal Planning and Performance Management Regulations published in terms of the Municipal Systems Act (Act 32 of 2000) in August 2001, set out the following additional requirements for an IDP:

- An institutional framework for the implementation of the IDP and to address the municipality's internal transformation needs;
- The clarification of investment initiatives;
- The specification of development initiatives including infrastructure, physical, social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

The Municipal Finance Management Act aims to facilitate compliance with the Constitutional duty of ensuring that municipalities' priorities, plans, budgets, implementation actions and reports are properly aligned. The IDP sets out the municipality's goals and development plans, which need to be aligned with the municipality's available resources.

In order to achieve alignment between the IDP and Budget a range of measures are in place which include:

- Aligning the processes of budget and IDP preparation;
- The pursuit of greater credibility in terms of the ability to afford/pay for development proposals put forward in the IDP;
- The preparation and approval of a Service Delivery and Budget Implementation Plan (SDBIP) shortly after approval of the budget and the IDP; and

- The introduction of link between the IDP, the budget and the performance management contracts of senior officials.

The Municipal Standard Chart of Accounts Regulations (2014) ("mSCOA") prescribes the method and format that municipalities should use to record and classify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting. Through this chart transactions are expected to be recorded across seven (7) segments –

- Project;
- Funding;
- Function;
- Item;
- Region;
- Costing; and
- Standard classification.

In the development of the IDP 2017 -2022, municipalities are required to present planning information across three (3) of the segments viz

- Project;
- Function; and
- Region

It is also anticipated that, by applying the mSCOA format in the IDP process of 2017-2022, greater alignment will be achieved between the IDP and Budget of the municipality.

Municipalities have a constitutional mandate in driving socio-economic development at a grass roots level. As such, integrated development planning, implementation and monitoring and reporting are critical to ensure that issues are addressed and that objectives are met.

Government's imperative on the outcomes based theory for all interventions requires that careful attention is paid to allocating scarce resources to best address priority issues. This chapter summarises they priority areas identified from the situational analysis, community consultations and the strategic planning sessions.

As the Council elected in August 2016 endeavours to ensure direction and guidance in driving service delivery and development, it has committed itself to the strategic agenda of the District which has been translated into the goals, objectives and targets which are detailed throughout the chapters of the IDP.

The vision of O.R Tambo District municipality is to be "A prosperous, vibrant, innovative and people-centered district**".**

The mission of O.R Tambo District municipality is to "Provide core sustainable services and support in fulfilling its mandate through a developmental local government approach. OR Tambo shall pursue a socio-economic development agenda that will provide an improved quality of life and affirm the dignity of its people".

The values of O.R Tambo District municipality are based on the following principles:

- Objective
- Leadership
- Industrious and Innovative
- Virtuous
- Ethical and Excellence
- Respect, Responsible and Responsive
- Tenacious and Transparent
- Accountable
- Meticulous
- Meticulous

The five (5) Key Performance Areas identified for ORTDM are as follows:

1. Basic Service Delivery and Infrastructure Development
2. Local Economic Development
3. Financial Viability and Management
4. Good Governance and Public Participation
5. Municipal Transformation and Institutional Development

In terms of addressing priority issues identified across the five (5) KPAs, seven (7) Goals have been identified over the medium term. These Goals are aligned to each of the five (5) KPAs, except where Basic Services and Infrastructure is separated into three distinct Goals, one addressing Community Livelihoods and the others addressing Water & Sanitation and Infrastructure respectively.

a. To provide conducive, adequate and accessible infrastructure
b. To promote integrated sustainable community livelihoods
c. By 2022 our district should have provided water and sanitation to every village/community
d. To promote rapid and sustainable economic growth within the limits of available natural resources

e. To manage the financial viability of the OR Tambo District Municipality through sound management and good governance
f. To build a coherent district that is responsive, accountable and promotes clean governance
g. To develop, transform and capacitate the OR Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate

CHAPTER 1: LEGISLATIVE AND POLICY FRAMEWORK

1.1 INTRODUCTION

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1.2 ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS AND PRIORITIES

1.2.1 The National Development Plan (2030)

The National Development Plan offers a long-term developmental perspective for South Africa. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.
As a long-term strategic plan, it serves four broad objectives:
- Providing overarching goals for what we want to achieve by 2030;
- Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles;
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP; and
- Creating a basis for making choices about how best to use limited resources.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality.
The core elements of a decent standard of living identified in the plan are:
- Housing, water, electricity and sanitation;
- Safe and reliable public transport;
- Quality education and skills development;
- Safety and security;
- Quality health care;
- Social protection;
- Employment;
- Recreation and leisure;
- Clean environment; and
- Adequate nutrition

The NDP sets out six (6) interlinked priorities or strategic pillars with the objective of eliminating poverty and the reducing inequality through the following:

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality;
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable;
- Raising economic growth, promoting exports and making the economy more labour absorbing;
- Focusing on key capabilities of both people and the state
- Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners; and
- Building a capable and developmental state

Summary of NDP key targets by 2030 are listed below:-

- Employment: 13 million in 2010 to 24 million in 2030.
- Raise income from R50 000 a person to R120 000.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 6 can read, write and count.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Reduce poverty and inequality by raising employment, bolstering productivity and incomes, and broadening the social wage.
- Ensure that professional and managerial posts better reflect the country's demography
- Broaden ownership to historically disadvantaged groups.
- Provide quality health care while promoting health and well-being.
- Establish effective, affordable public transport.
- Produce sufficient energy at competitive prices, ensuring access for the poor.
- Ensure that all people have access to clean running water in their homes.
- Make high-speed broadband internet available to all at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and disabled persons.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity by making use of the talents and resources of all South Africans, while taking firm steps to redress the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.

The NDP highlights the need to strengthen the ability of local government to fulfil its developmental role. Municipal Integrated Development Plans (IDPs) need to be used more strategically to focus attention on critical priorities in the NDP that relate to the mandate of local government such as spatial planning, infrastructure and basic services. The IDPs should therefore be used to focus on aspects of the NDP that fit within a municipality's core responsibilities. This way, the IDP process will become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can actually be achieved.

1.2.2 The Eastern Cape Provincial Development Plan (2030)

The Eastern Cape Provincial Development Plan (2030) ("PDP") is derived from the NDP (2030) and it aims to provide creative responses to the Eastern Cape province's developmental challenges.
According to the PDP, a sustainable future for the Eastern Cape rests on people-centred development to achieve five related goals:

- An inclusive, equitable and growing economy for the province
- An educated, innovative and empowered citizenry
- A healthy population
- Vibrant, equitably enabled communities
- Capable agents across government and other institutional partners committed to the development of the province.

These goals will be pursued with a focus on rural development to address serious inherited structural deficiencies – the legacy of apartheid has left the rural regions of the Eastern Cape underdeveloped, with an urban economy that is unduly stressed and experiencing slow growth.

To realise the plan's development goals, the province has identified four catalytic flagships that will establish a sound foundation for other developments to flourish. These catalytic initiatives cut across sectors and integrate the efforts of many role-players.

- **Ilima Labantu** – the first catalytic flagship initiative is an agricultural development initiative that aims to revive the rural economy and encourage other areas of development in the province.
- **Ematholeni!** (children first) - the second catalytic flagship initiative aims to give all children a quality start to development and learning, providing a solid foundation for a future of equal opportunity. This foundation begins from the level of early childhood development (ECD).
- **Infrastructure** - the third catalytic flagship initiative focuses on the provision and maintenance of infrastructure for spatially equitable social and economic development. This includes social infrastructure (human settlements, public institutions) and economic infrastructure (irrigation systems, factories, production technology, equipment and systems, as well as information and communication technology).
- **Building human and institutional capabilities for local development action** -the fourth catalytic flagship initiative aims to build human and institutional capabilities for inclusive and meaningful local development action.

1.2.3 Back –to-Basics ("B2B") Local Government Strategy

The Back –to-Basics Local Government Strategy ("B2B") was developed in 2014 by the Department of Cooperative Governance and Traditional Affairs. According to the B2B, at the most basic level, municipalities are expected to:

1. Put people and their concerns first and ensure constant contact with communities through effective public participation platforms.
2. Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency.
3. Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
4. Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.
5. Build and maintain sound institutional and administrative capabilities administered and managed by dedicated and skilled personnel at all levels.

The building blocks for the B2B Strategy are as follows:

- **Good Governance** - Good governance is at the heart of the effective functioning of municipalities.
- **Public Participation -**Measures will be taken to ensure that municipalities engage with their communities.
- **Financial Management -** Sound financial management is integral to the success of local government.
- **Infrastructure Services -** The planning, implementation and maintenance of basic infrastructure is critical for sustaining basic standards of living and economic activity in our towns and cities.
- **Institutional Capacity -** There has to be a focus will be on building strong municipal administrative systems and processes.

1.2.4 Performance Outcomes of Government

The South African government has twelve (12) outcomes embedded in its programmes. These outcomes are derived from the political party policies of the ruling party and they are translated into the term plans of government (Medium Term Strategic Framework).

The Presidency monitors and evaluates the progress achieved by the government and its sectors through various instruments including reporting on the Performance Agreements signed between the President of the Republic and the various Ministers in Cabinet.

The 12 Outcomes are outlined below-

- Outcome 1: Improved the quality of basic education
- Outcome 2: Improved health and life expectancy
- Outcome 3: All People in South Africa are Protected and Feel Safe
- Outcome 4: Decent Employment through Inclusive Economic Growth
- Outcome 5: A Skilled and Capable Workforce to Support Inclusive Growth
- Outcome 6: An Efficient, Competitive and Responsive Economic Infrastructure Network
- Outcome 7: Vibrant, Equitable and Sustainable Rural Communities and Food Security

- Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life
- Outcome 9: A Responsive, Accountable, Effective and Efficient Local Government System
- Outcome 10: Protection and Enhancement of Environmental Assets and Natural Resources
- Outcome 11: A Better South Africa, a Better and Safer Africa and World
- Outcome 12: A development orientated public service and inclusive citizenship

Provincial Departments of Local Government and Municipalities are guided by Outcome 9 and will be monitored on the performance of the 7 outputs of outcome 9, which are as follows:

- Output 1: Implement a differentiated approach to municipal financing, planning and support;
- Output 2: Improving access to basic services;
- Output 3: Implementation of the Community Work Programme;
- Output 4: Actions supportive of the human settlement outcome;
- Output 5: Deepen democracy through a refined Ward Committee model;
- Output 6: Administrative and financial capability; and
- Output 7: A single window of coordination.

1.2.5 The New Growth Path

The New Growth Path is a macro-economic policy aimed at enhancing growth, employment creation and equity. Central to the New Growth Path is a massive investment in infrastructure as a critical driver of jobs across the economy. This calls for all spheres of government to prioritise job creation by ensuring that all programmes have an element of job creation.
The New Growth Path:

- Identifies five key areas for large-scale public investment and job creation, i.e. Energy, Transport, Communication, Water, and Housing;
- Regards the infrastructure programme as a trigger to build a local supplier industry for the manufacture of the components for the build-programme;
- Identifies specific measures, particularly changes to procurement policy and regulations, to ensure delivery on its targets; and
- Highlights as risks the fragile global recovery, competition and collaboration with the new fast-growing economies, and competing domestic interests.

Five (5) other priority areas are identified as key contributors to job creation in partnerships between the State and the private sector, viz.:

- **Green Economy:** Expansions in construction and the production of technologies for solar, wind and bio-fuels are supported by the draft Energy and Integrated Resource Plan. Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade.
- **Agriculture:** Jobs will be created by addressing the high input costs and up-scaling processing and export marketing. Support for smallholders will include access to key inputs. Government will explore ways to improve working and living conditions for the country's 660 000 farm workers. The growth path also commits Government to unblocking stalled land transfers, which constrain new investment.
- **Mining:** This includes a call for increased mineral extraction, improvements in infrastructure and skills development and beneficiation, which can create large-scale employment. It foresees the establishment of a State-owned mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector.
- **Manufacturing:** The focus is on re-industrialisation of the South African economy through innovation, skills development and reduced input costs in the economy. A target of doubling of South Africa's research and development investment to 2% of gross domestic product by 2018 is set.
- **Tourism and other High-Level Services:** The framework regards these areas as holding significant employment potential, and calls for South Africa to position itself as the higher education hub of the African continent.

1.2.6 Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs)

Following the endorsement and implementation of the Millennium Development Goals 2005-2015, the United Nations Conference on Sustainable Development outcome 2015 produced the document titled "The future we want", which gave the mandate that the sustainable development goals should be coherent with and integrated into the United Nations development agenda beyond 2015. It reiterated commitment to freeing humanity from poverty and hunger as a matter of urgency and progresses from the work of the MDGs.

Its overarching objectives are poverty eradication, changing unsustainable and promoting sustainable patterns of consumption and production and protecting and managing the natural resource base of economic and social development. There are 17 set of goals that were endorsed to be implemented to 2030 and these are:-

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all at all ages
- Ensure inclusive and equitable quality education and promote lifelong learning
- Opportunities for all
- Achieve gender equality and empower all women and girls
- Ensure availability and sustainable management of water and sanitation for all
- Ensure access to affordable, reliable, sustainable and modern energy for all
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Reduce inequality within and among countries
- Make cities and human settlements inclusive, safe, resilient and sustainable
- Ensure sustainable consumption and production patterns
- Take urgent action to combat climate change and its impacts
- Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Strengthen the means of implementation and revitalize the global partnership for sustainable development

1.2.7 Summary of convergences and alignment of national, provincial and local government priorities

The following table provides an indication of the ways in which the Local Government Key Performance Areas (KPAs) converge or align to National and Provincial development priorities:

Local Government KPA: Basic Service Delivery and Infrastructure Development.		
National Priorities	**Provincial Priorities**	**Outcomes**
• Improving health profile of the nation. • Comprehensive rural development strategy linked to land and agrarian reform & food security. • A massive programme to build economic & social infrastructure; • Sustainable resource management and use.	• Improving the health profile of the province. • Rural development, land and agrarian transformation, and food security. • A massive programme to build social and economic and infrastructure. • Building a Developmental State.	• An efficient, competitive and responsive economic infrastructure network. • A long and healthy life for all South Africans. • Sustainable human settlements and improved quality of household life. • Protected and enhanced environmental assets and natural resources.
Local Government KPA: Local Economic Development		
National Priorities	**Provincial Priorities**	**Outcomes**
• Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods. • Comprehensive rural development strategy linked to land and agrarian reform & food security.	• Speeding up growth & transforming the economy to create decent work & sustainable livelihoods. • Rural development, land & agrarian reform and food security. • A massive programme to build social & economic infrastructure. • Building cohesive & sustainable communities. • Building a Developmental State.	• Decent employment through inclusive economic growth. • An efficient competitive and responsive economic infrastructure network. • Vibrant, equitable, sustainable rural communities contributing towards food security for all. • Sustainable human settlements and improve quality of household life. • Protected and enhanced environmental assets and natural resources.

Local Government KPA: Good Governance and Public Participation		
National Priorities	**Provincial Priorities**	**Outcomes**
• Intensifying the fight against crime and corruption. • Building cohesive, caring and sustainable communities. • Pursuing African advancement and enhanced international cooperation. • Building a Developmental State inter alia by improving public services and strengthening democratic institutions.	• Intensifying the fight against crime and corruption. • Building cohesive and sustainable communities. • Building a Developmental State inter alia by improving public services and strengthening democratic institutions.	• Vibrant, equitable, sustainable rural communities contributing towards food security for all. • A responsive, accountable, effective and efficient local government system. • An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenry. • A better South Africa, better Africa and a better world.
Local Government KPA: Municipal Transformation and Institutional Development		
National Priorities	**Provincial Priorities**	**Outcome**
• Strengthening skills and the human resource base. • Pursuing African advancement and enhanced international cooperation. • Building a Developmental State inter alia by improving public services and strengthening democratic institutions.	• A massive programme to build social and economic infrastructure. • Strengthening skills and the human resource base. • Building a Developmental State inter alia by improving public services and strengthening democratic institutions. • Building cohesive, caring and sustainable communities.	• Quality basic education. • A skilled and capable workforce to support an inclusive growth path. • All people in SA are and feel safe. • A responsive, accountable, effective and efficient local government system. • An efficient, effective and development oriented public service and an empowered fair and inclusive citizenry.
Local Government KPA: Municipal Financial Viability and Management		
National Priorities	**Provincial Priorities**	**Outcome**
• Intensifying the fight against crime and corruption.	• Intensifying the fight against crime and corruption.	• A responsive, accountable, effective and efficient local government system.

1.3 THE OR TAMBO DM IDP FRAMEWORK AND PROCESS PLAN

The current political term of office commenced in August 2016 after the successful conclusion of local government elections. In September 2016, the newly elected Council adopted an IDP Framework and Process Plan for the development of the inaugural IDP to guide the new term up to 2022.

Section 27 of the Municipal Systems Act, 2000, states that the preparation of a District Municipality's IDP must begin with the formulation of a Framework Plan, which is meant to provide a guiding and coordinating framework for the Local Municipalities within its area of jurisdiction in the preparation of their own IDPs. Once this has been done, municipalities are also required to prepare process plans outlining the way in which the preparation of their IDPs is to be undertaken. This process plan has to include:

- A program with timeframes, specifying the different steps to be followed;
- An outline of the mechanisms, processes and procedures for consultation and participation by communities, traditional leaders, government departments and other role-players in the IDP preparation process;
- The organisational arrangements that are and will be put in place to facilitate the preparation of the IDP;
- Any plans and planning requirements that are binding on the IDP preparation process and the IDP itself;
- Mechanisms and procedures for alignment between District and Local Municipal IDP preparation processes, as well as with plans, strategies, frameworks and programmes in the national and provincial spheres of government; and
- Financial requirements and commitments for the IDP preparation process.

1.3.1 Organisational Arrangements

The Executive Mayor and the Municipal Manager are responsible for managing and drafting the municipality's IDP. In order to ensure the coordination of various inputs into the IDP Process, a range of other role-players are also involved in the process.

1.3.2 Process Followed

Annexure A is a detailed IDP, PMS and Budget schedule of activities illustrating the key activities that need to be carried out during the preparation of the IDP 2017 -2022.

1.3.3 Measures and Procedures for Public Participation

The IDP Representative Forum is the main organizational mechanism for discussion, negotiation and decision-making by stakeholders in the municipal area. The forum includes:

- Councillors, Mayors and Municipal Managers of all constituent municipalities;
- Traditional leaders;
- Representatives of organised role-playing groups and NGOs;
- Senior officials from national and provincial government departments; and
- Municipal Heads of Departments.

The IDP Representative forum held three (3) meetings since October 2016. The municipality will conduct roadshows throughout the District in the month of April and May 2017. Radio announcements (via UNITRA Community Radio, Ikhwezi FM and Umhlobo Wenene Radio) and local newspaper publications (i.e. Daily Dispatch, Pondo News, Ikhwezi news and Mthatha Fever) will also be used to ensure that is public is informed and actively involved throughout the process.

1.3.4 Summary of issues raised from the IDP Roadshows (2017 -2022)

To add after IDP Roadshows

1.3.5 MEC Comments on 2016/17 IDP

To add assessment when received from EC COGTA

1.3.6 Oliver Reginald Tambo Centenary

The year 2017 is remarkable for the district municipality, as it marks 100 years since the birth of Oliver Reginald Tambo, the great revolutionary icon of the liberation struggle, whose contribution to South Africa is invaluable and whose name is curved on the district's identity, values and ethos. The 2017 – 2022 IDP is undoubtedly influenced by the legacy of OR Tambo and therefore the "legacy" theme will be a recurring feature over the various municipal programmes over the next five (5) years.

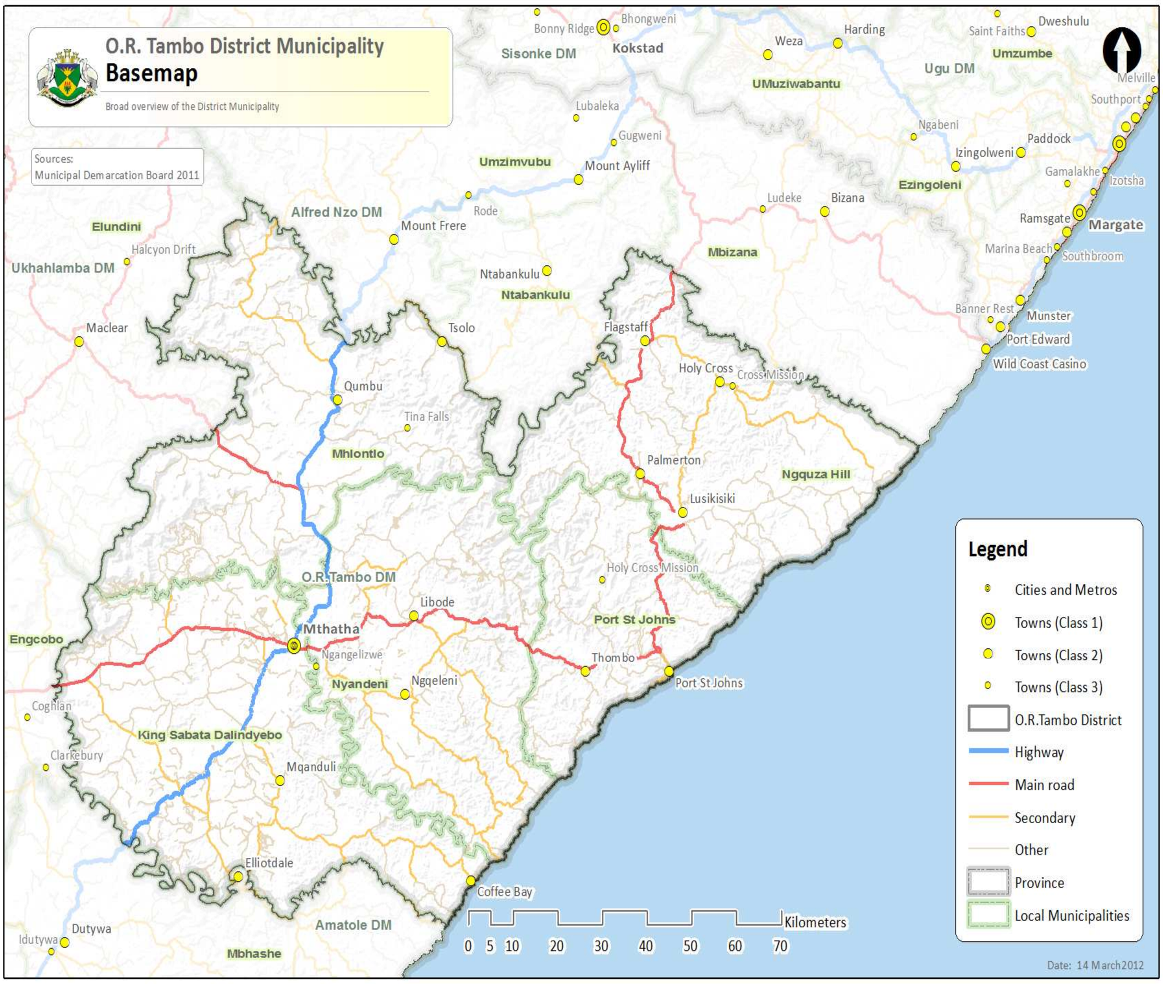
CHAPTER 2: SITUATIONAL ANALYSIS

2.1 INTRODUCTION

The aim of this chapter is to present a situational analsysis for the OR Tambo District Municipality, based on data and information which informs the strategic planning, budgeting and the accompanied prioritisation with respect to policy options for the district. The areas included in this situational analysis include information on demographics, education, health, crime, poverty, housing, basic services, labour force, economy and environment. The data used is primarily sourced from Statistics South Africa, Global Insight, ECSECC, Sector Plans, documented research and administrative data from sector departments. The data sourced from sector departments are the most recent that is available. The latest survey data available at municipal level from Statistics South Africa is from the 2016 Community Survey. The last official Census statistics for the country were released in 2011 and any comparisons and assumptions in this chapter are based on that baseline information.

The O.R. Tambo District Municipality is one of the six (6) District Municipalities in the Eastern Cape Province. It is located in the eastern half of the Province, with its eastern border the Indian Ocean coastline of South Africa (see Maps 1 below). To the north, it is bordered by the Alfred Nzo District Municipality, to the northwest, by the Joe Gqabi District Municipality, to the west, by the Chris Hani District Municipality, and to the southwest, by the Amathole District Municipality.

MAP 1: LOCATION OF O.R. TAMBO DISTRICT MUNICIPALITY



The District is classified as a **Category C2 Municipality**[1], which means an area with a largely rural character. At least 80% of the district was part of the former Transkei, and approximately 93% of the

[1] National Treasury & DCOG classification of municipalities

population resides in widely dispersed homesteads and small villages. All of the Local Municipalities in the District, with the exception of King Sabata Dalindyebo Local Municipality (KSDLM), are classified as Category B4-Municipalities, signifying a rural, mainly subsistence economy. Settlements in these municipalities are generally small and the incomes of their inhabitants low, which mean very few opportunities for markets, SMME formation and LED initiatives. Organisationally speaking, the Local Municipalities have small own-income and property tax bases and limited technical, financial and managerial capacity. The KSDLM is classified as a Category B2 Municipality, i.e. a large core town with considerable market and business activities and opportunities, surrounded by a reasonably productive agricultural area. Organisationally speaking, the municipality has limited municipal staff and a small budget relative to its developmental challenges. The municipality has a sizable budget and a staff contingent skilled in the areas of planning, budgeting, engineering services, finances and management.

TABLE 1: NUMBER OF WARDS PER LOCAL MUNCIPALITY

Municipal Code	Name of the Municipality	Number of Wards pre-2016	No of Wards in 2016	Extent (km^2)
EC 153	Ingquza Hill	31	32	2 477
EC 154	Port St Johns	20	20	1 291
EC 155	Nyandeni	31	32	2 474
EC 156	Mhlontlo	26	26	2 826
EC 157	King Sabata Dalindyebo	35	36	3 027
Total		**143**	**146**	**1295**

Source: Municipal Demarcation Board, 2016

2.2.DEMOGRAPHICS AND SOCIO-ECONOMIC INDICATORS

2.2.1 Demographic trends

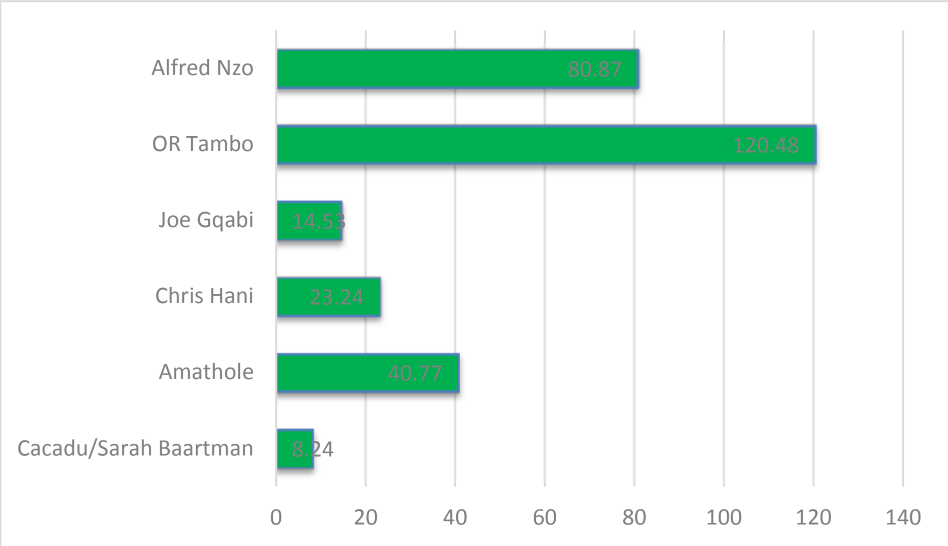
The Community Survey 2016 revealed that the population in the Eastern Cape is estimated at 6 996 976, which is the third highest in the country following Gauteng and KwaZulu Natal. The OR Tambo District Municipality accounts for 1 457 382 people and this is the highest in the entire Eastern Cape Province. The Local Municipalities with the largest populations are King Sabata Dalindyebo, followed by Nyandeni and Ingquza Hill Local Municipalities.

OR Tambo District housed 2.7% of the total South African population in 2016. Between 2011 and 2016, the population grew by 6.7%, which is close to the provincial growth rate of 6.6% in the same period. Ingquza Hill and KSD recorded the largest population growth rates of 8.9% and 8.1% between 2011 and 2016 respectively.

2.2.2 Population density

In 2016, there were 120 persons per square kilometre living in the OR Tambo District Municipality. Comparing to the other District Municipalities (ignoring metropolitan municipalities), it is clear that the OR Tambo District Municipality is more densely populated than the other District Municipalities.

FIGURE 1: POPULATION DENSITY PER DISTRICT MUNICIPALITY 2016 (NUMBER OF PEOPLE PER KM^2)

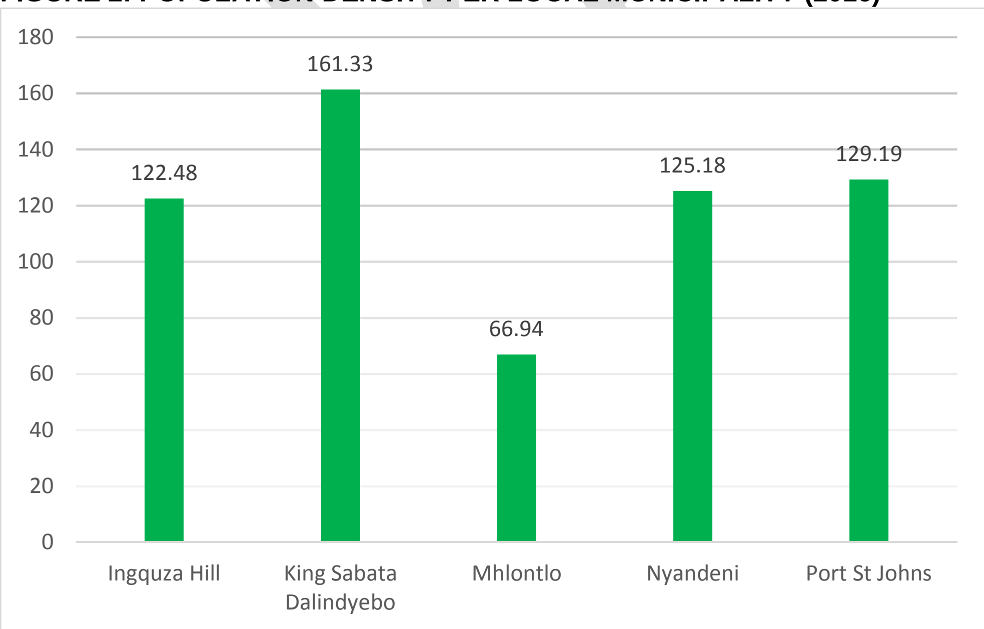


Source: Community Survey, 2016

Using density instead of total number gives a basis for comparison between numbers in these different places (or economies). O.R. Tambo District Municipality is relatively densely populated compared to most rural municipalities. The higher density influences household infrastructure provision, quality of services and access to resources (medical care, schools, sewage treatment, community centers, etc).

When focusing on the various municipalities within the O.R. Tambo District Municipality, the population density is above the provincial level of 40 persons per square kilometer for all the local municipalities, with the King Sabata Dalindyebo Local Municipality being the most densely populated.

FIGURE 2: POPULATION DENSITY PER LOCAL MUNICIPALITY (2016)



Source: Community Survey, 2016

TABLE 2: POPULATION, AREA SIZE AND POPULATION DENSITY PER LOCAL MUNICIPALITY

	2011			2016		
	Pop	**Area (km^2)**	**Pop Density (pp /km^2)**	**Pop**	**Area (km^2)**	**Pop Density (pp/km^2)**
Ingquza	278 481	2 476.83	112	303 378	2 477	123
Nyandeni	290 390	2 474.01	117	309 702	2 474	125
PSJ	156 136	1 291.20	121	166 778	1 291	129
Mhlontlo	188 226	2 826.09	66	189 175	2 826	66
KSD	451 710	3 027.37	149	488 349	3 027	161
ORTDM	**1 366 045**	**12 095.1**	**113**	**1 457 382**	**12 096**	**120**
Eastern Cape	**6 562 053**	**168 966**	**39**	**6 996 976**	**168 966**	**41**

Source: Community Survey, 2016

2.2.3 Gender and age distribution

Statistics of the age distribution of a particular population can assist in targeting resources more appropriately towards the relevant age groups. The age distribution of a population provides an important guide for differentiated policy options. The different age cohorts can typically be broken into three main categories: children (0-14 years), the economically active population (15-64 years) and people ages 65 years and older. An estimated 53.5% of the district population is made up of females while only 46.65% is males. The relative dominance of the female population is prevalent in all the local municipalities.

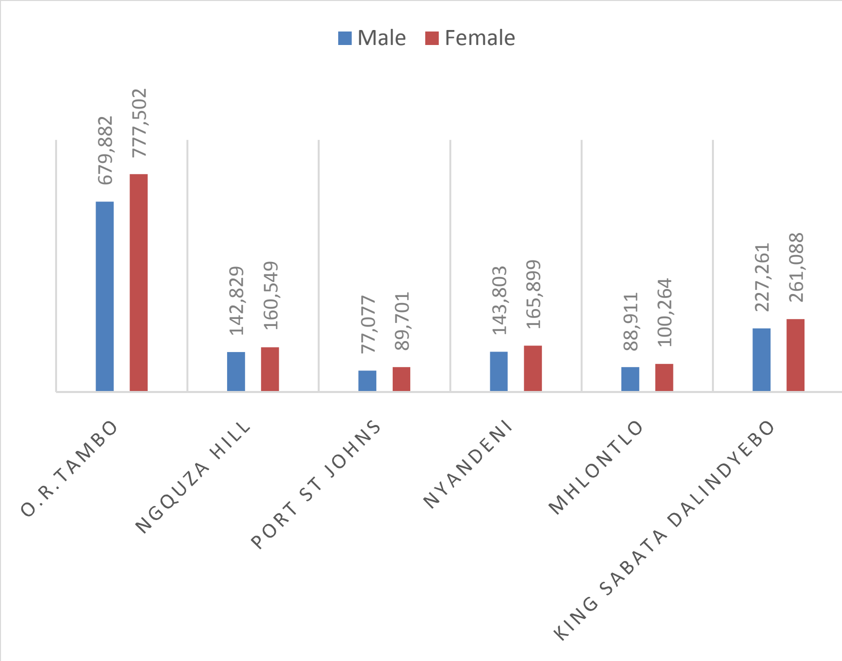
In 2016, the District's population composition was as follows: children were 38.95%, working age population was 54.58% and the elderly were at 6.47%.

TABLE 3: GENDER AND AGE DISTRIBUTION PER LOCAL MUNICIPALITY

	2011					2016				
	Males (%)	**Female (%)**	**0-14 (%)**	**15-64 (%)**	**65+ (%)**	**Male (%)**	**Female (%)**	**0-14 (%)**	**15-64 (%)**	**65+ (%)**
Ingquza Hill	46.3	54.2	42.4	52.2	5.4	47.08	52.92	42.81	51.25	5.95
Nyandeni	46.2	53.8	40.6	54	5.4	46.3	53.57	40.73	52.72	6.55
Port St Johns	45.8	54.2	42.5	51.8	5.6	46.22	53.78	42.72	50.77	6.47
Mhlontlo	46.4	53.6	38.3	54.5	7.2	47	53	38.81	52.64	8.55
King Sabata Dalindyebo	46	54	35	60	5.1	46.54	53.46	34.18	59.88	5.94
OR Tambo	**46.2**	**53.8**	**39**	**55.4**	**5.6**	**46.65**	**53.35**	**38.95**	**54.58**	**6.47**
Eastern Cape	**47.1**	**52.90**	**33**	**60.2**	**6.7**	**47.56**	**52.44**	**35.15**	**56.8**	**8.05**

Source: ECSECC, 2016

FIGURE 3: GENDER DISTRIBUTION PER LOCAL MUNICIPALITY 2016



Source: ECSECC, 2016

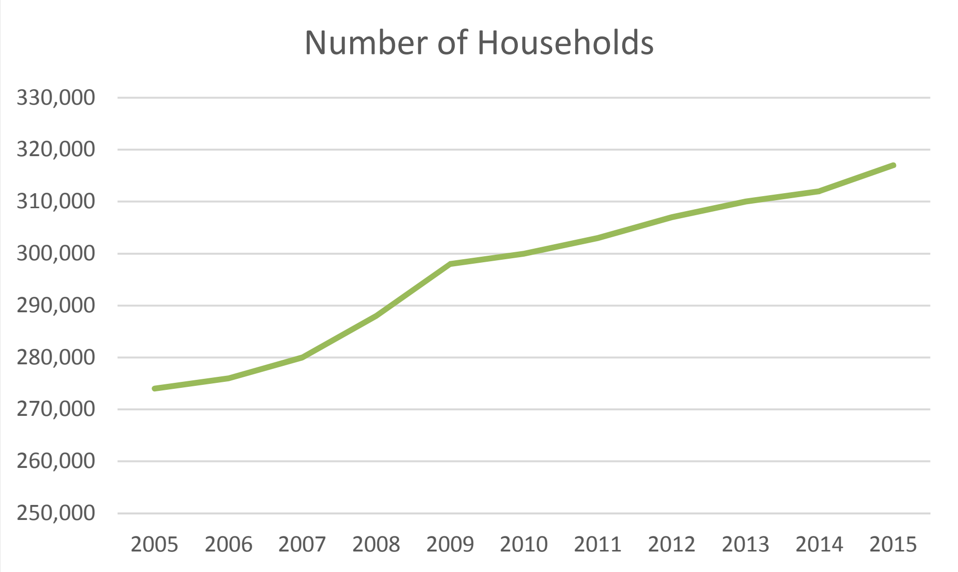
2.2.4 Households

TABLE 4: NUMBER AND SIZE OF HOUSEHOLDS PER LOCAL MUNICIPALITY

	2011		**2016**	
	Number of households	**Average number of people per household**	**Number of households**	**Average number of people per household**
Ingquza Hill	56 213	4.7	60 974	5
Nyandeni	61 647	.4.6	61 867	5
Port St Johns	31 715	4.5	33 951	4.9
Mhlontlo	44 080	4.1	41 395	4.6
King Sabata Dalindyebo	104 878	4.0	115 894	4.3
OR Tambo	**298 229**	**4.3**	**314 080**	**4.6**
Eastern Cape	**168 785**	**3.9**	**1 773 395**	**3.9**

Source: Local Government Hand Guide, 2016

FIGURE 4: HOUSEHOLDS GROWTH 2005-2015



Source: IHS Global Insight, 2015

The data in Table 3 indicates that between 2011 and 2016, the household size of the 5 LMs in the OR Tambo District (with the exception of Mhlontlo), as well as the OR Tambo District itself grew at a faster rate than the provincial figure. Mhlontlo LM decreased by 2 685 households. KSD LM and Inquza Hill LM recorded the highest increases of 10 106 and 4 761 households respectively. These figures could suggest that there has been an in-migration of people and the increase in household sizes could suggest that there has been new births in existing households or family members moving back to the District and moving into households in the District.

2.2.5 Dependency Ratio

The dependency ratio is a measure showing the number of dependents, aged 0-14 years and over the age of 65 years, to the total population aged 15-64. The high number of children in the District leads to high levels of dependency. In 2016, 38.95% of the population in the OR Tambo region was between the ages of 0-14 years and 6.47% of the population was older than 65 years. The segment of the population in the OR Tambo region that could be economically active (15-64 years of age) was at 54.58%, compared to 56.8% of the province as a whole. This is evident in all the local municipalities with the exception of KSDLM being higher than the provincial figure. In 2015, Port St Johns and Ingquza Hill recorded the highest number of dependency ratios

TABLE 5: DEPENDENCY RATIOS PER LOCAL MUNICIPALITY

	2011 (%)	**2016 (%)**
Ingquza Hill	91.6	89.4
Nyandeni	85.2	82.4
Port St Johns	92.9	90.1
Mhlontlo	83.7	81.6
King Sabata Dalindyebo	66.8	61.8
OR Tambo	**80.5**	**76.9**
Eastern Cape	**65.9**	**67.9**

Community Survey, 2016

2.2.6 HIV/AIDS Estimates

HIV and AIDS can have a large impact on the growth of a given population. However, there are many factors that affect the impact that the virus will have on population progression, namely; the adult HIV prevalence rates, speed at which the virus progresses, age distribution of the virus and the mother to child transmission and child treatment, adult treatment and finally the percentage by which having the virus will decrease total fertility.

TABLE 6: HIV ESTIMATES AND AIDS ESTIMATED DEATHS PER LOCAL MUNICIPALITY (2011-2015)

	HIV Estimates					**AIDS Death Estimates**				
	2011	**2012**	**2013**	**2014**	**2015**	**2011**	**2012**	**2013**	**2014**	**2015**
Ingquza Hill	27 874	28 293	29 313	30 304	31 723	957	-	800	694	689
Nyandeni	29 773	30 243	31 362	32 460	33 542	1 025	1 077	860	747	744
Port St Johns	15 091	15 294	15 822	16 335	16 838	521	545	433	374	371
Mhlontlo	19 677	19 753	20 277	20 804	21 339	701	729	575	495	490
King Sabata Dalindyebo	52 053	53 059	55 209	57 325	59 420	1 772	1 874	1 501	1 311	1 314
OR Tambo	**144 468**	**146 642**	**151 982**	**157 229**	**162 412**	**4 956**	**5 228**	**4 169**	**3 621**	**3 608**
Eastern Cape	**677 459**	**692 851**	**713 912**	**738 076**	**762 249**	**24 074**	**25 588**	**20 271**	**17 642**	**17 641**
South Africa	**5 961 844**	**5 767 427**	**5 88 632**	**6 014 312**	**6 140 143**	**216 018**	**229 481**	**181 388**	**159 681**	**159 415**

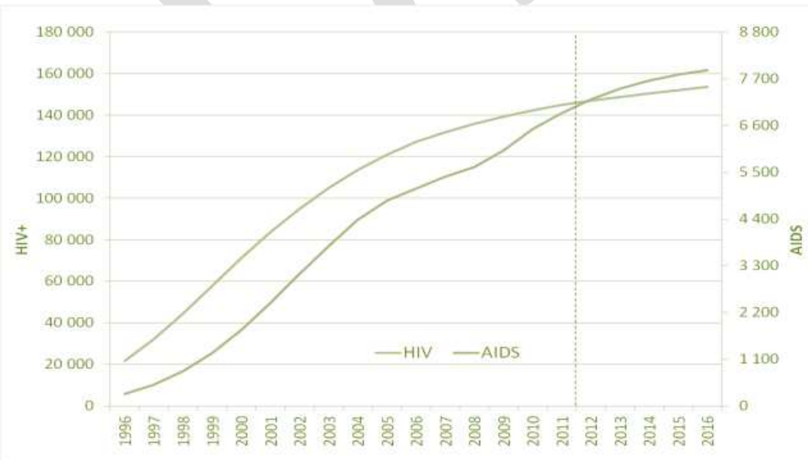
Source: IHS Global Insight, 2015

In 2015, the total number of people infected with HIV in O.R. Tambo District Municipality was 162 412. The number of people infected increased at an average annual rate of 2.5% between 2011 and 2015, and in 2015 represented 11.1% of the total O.R. Tambo District Municipality population.

South Africa has a total of 6 140 143 million people who were HIV+ in 2015; this increased at an average annual growth rate of 2.9%. The Eastern Cape Province has a similar profile with 10.9% of the people being HIV+, but it is growing at a much faster rate (2.5%). The average annual growth in the number of HIV+ people in O.R. Tambo District Municipality is similar to that of the province at 2.5% but has a higher percentage of people living with the disease at 11.1%. The local municipality that is affected the worse is the King Sabata Dalindyebo Local Municipality where the HIV+ number is growing at 2.8% average annually from 2011 to 2016.

In 2015, the total number of people in O.R. Tambo District Municipality living with AIDS (which is the next stage of the HIV disease) counted 3 608. When reaching the final stage of the disease, recovery is very unlikely and most of them will not live much longer. The number of people living with AIDS decreased at a rate of 5.4% annually between 2011 and 2015, and in 2015 represented 0.2% of the total O.R. Tambo District

FIGURE 5: HIV+/AIDS PROFILE OR TAMBO DISTRICT 2015



Source: IHS Global Insight, 2016

2.2.7 Migration patterns

Historically, during colonial and apartheid times, but also since, the District has experienced high migration levels (1) from the District to other parts of the country, and (2) within the District, from rural to urban and peri-urban areas. This migration, for mainly economic and life style reasons, has had an important impact on the nature of the district economy and the trajectory for development.

Studies on migration in the Province provide important insights into this phenomenon in the district. While it is estimated that 5.6% of economically individuals in the Province migrate, it is 6.2% in the case of the O.R. Tambo District Municipality. The studies also indicate that more than 80% of migrants from the Province are from rural areas. Since the early 1990s, the bulk of these migrants have headed for the bigger metropolitan areas, especially Cape Town and Johannesburg, rather than local and regional urban centres. Generally the pattern in the Province shows an increase in the flow from rural areas directly to major metropolitan areas. In this respect, Johannesburg is more of a destination for people from the District than the other major cities in the country.

The studies' findings suggest that out-migration from rural areas is slowing down and that most of those who intended or are able to leave have already left. Perhaps it is not a lack of desire, just that the cost of migration has increased and the opportunities to go have decreased since the 1990's making it more difficult to move. But is also a important local 'pull' factor that since basic services are much more widely available, people do not have to move to the heavily populated peri urban and urban areas to access these.

The studies also suggest that there is an increase in the number of women migrating, with the Provincial figures showing that two women for very three men migrate, compared to the early 1990s, when migration was predominantly male. While female migrants are generally slightly better educated than their male counterparts, most migrants have low levels of formal education. As women are generally paid less than their male counterparts, they are less likely to remit money. The studies furthermore indicate that:

- Rural areas contribute proportionately more to migration than urban areas, i.e. four rural families are affected for one family in an urban area;
- Almost 50% of those migrating are employed and another 25% are actively seeking work; and
- About 25% of migrants in all areas send home income monthly and 4% weekly and 30% send money home regularly, while a further 10% send less often.

An associated problem with migration is that of service delivery. Migrant households in receiving localities could often include only member living in a shack. This means far greater numbers of 'points points' than in cases where households consists of four to six members, as is the average in the District. Data of migration also suggests that migration is often more about getting access to services in an area where there is development than to get a job, which has huge implications for the financial viability of municipalities, especially so in urban areas like Mthatha.

2.3 SOCIAL DEVELOPMENT AND WELL-BEING

2.3.1 Gini Co-efficient

The Gini coefficient measures the inequality among values of a frequency distribution (for example, levels of income). A Gini coefficient of zero expresses perfect equality, where all values are the same (for example, where everyone has the same income). A Gini coefficient of 1 (or 100%) expresses maximal inequality among values (e.g., for a large number of people, where only one person has all the income or consumption, and all others have none, the Gini coefficient will be very nearly one). The following table shows the frequency distribution of income levels in O.R. Tambo District Municipality between 2011 and 2015, using the Gini co-efficient.

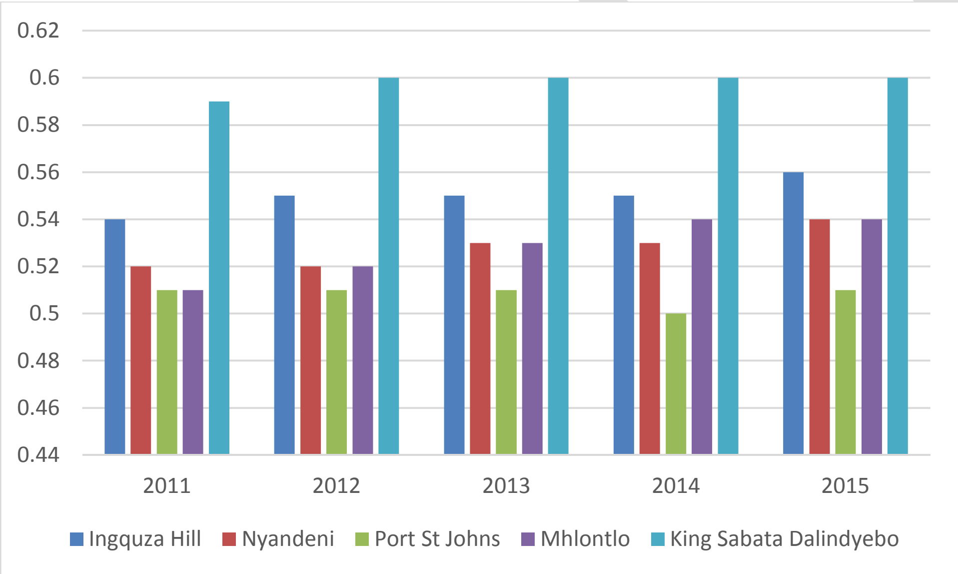
TABLE 7: GINI CO-EFFICIENT OF OR TAMBO RELATIVE TO PROVINCE AND NATIONAL 2011-2015

	2011	2012	2013	2014	2015
Ingquza Hill	0.54	0.55	0.55	0.55	0.56
Nyandeni	0.52	0.52	0.53	0.53	0.54
Port St Johns	0.51	0.51	0.51	0.50	0.51
Mhlontlo	0.51	0.52	0.53	0.54	0.54
King Sabata Dalindyebo	0.59	0.60	0.60	0.60	0.60
OR Tambo	**0.56**	**0.57**	**0.57**	**0.57**	**0.57**
Eastern Cape	**0.61**	**0.62**	**0.62**	**0.61**	**0.61**
South Africa	**0.64**	**0.64**	**0.64**	**0.64**	**0.63**

Source: IHS Global Insight, 2015

This indicator of inequality (see Figure 7 above) indicates that inequality is slightly lower in the District than in the EC Province and South Africa. In 2015, income inequality in O.R. Tambo District Municipality was lower at 0.57 than that of the provincial and national level which was is at 0.61 and 0.63 respectively. Comparing the Local Municipalities' Gini coefficient, it is clear that the inequality in the distribution of income per municipality is improving. King Sabata Dalindyebo with the highest GVA and GDP also has the highest Gini coefficient at 0.60.

FIGURE 6: GINI CO-EFFICIENT PER LOCAL MUNICIPALITY 2011-2015



Source: IHS Global Insight, 2015

2.3.2 Human Development Index (HDI)

The Human Development Index is a composite statistic of life expectancy, education and per capita income indicators, which are used to rank regions into four tiers of human development.

More significant as an indicator of poverty in the area than the Gini Coefficient is the Human Development Index (see Table 8 and Figure 7). It is estimated that in 2015 O.R. Tambo District Municipality had an HDI of 0.54. This is significantly lower than the Eastern Cape which has an HDI of 0.59 and South Africa with its 0.65. Clearly, the HDI of South Africa is higher than that of the Eastern Cape (and consequently that of O.R. Tambo District Municipality) for each year under observation. There is however an improvement in the HDI for all three regions with the increase in the HDI of O.R. Tambo District Municipality being higher than that of the Eastern Cape and the South Africa. There is however still considerable scope of improving the living standards of the people of O.R. Tambo District Municipality. This can most likely be attributed to improved conditions arising from the increase in basic infrastructure, social services and access to welfare grants. However, these improvements in the District do not match those in the province and nationally over the same period

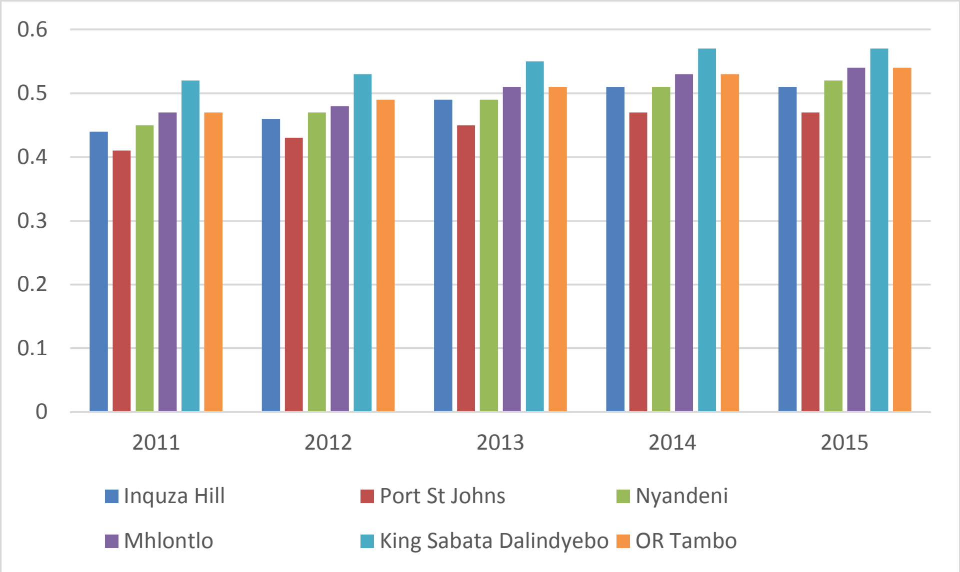
of time. So, while conditions have improved from a relatively low base level, they have improved at a lower rate than for many other parts of the country during the same period.
Looking at the various LMs in the District, Port St Johns and lIngquza Hill LMs have the lowest HDI scores while KSD has the highest in 2015. It is important to better understand this and to establish whether this is as a result of more severe basic infrastructure backlogs and/or levels of grant take-up in these municipalities.

TABLE 8: HUMAN DEVELOPMENT INDEX PER LOCAL MUNICIPALITY 2011-2015

	2011	2012	2013	2014	2015
Inquza Hill	0.44	0.46	0.49	0.51	0.51
Port St Johns	0.41	0.43	0.45	0.47	0.47
Nyandeni	0.45	0.47	0.49	0.51	0.52
Mhlontlo	0.47	0.48	0.51	0.53	0.54
King Sabata Dalindyebo	0.52	0.53	0.55	0.57	0.57
OR Tambo	**0.47**	**0.49**	**0.51**	**0.53**	**0.54**
Eastern Cape	**0.54**	**0.56**	**0.58**	**0.59**	**0.59**
South Africa	**0.61**	**0.62**	**0.64**	**0.65**	**0.65**

Source: IHS Global Insight, 2015

FIGURE 7: HUMAN DEVELOPMENT INDEX PER LOCAL MUNICIPALITY 2011-2015



Source: IHS Global Insight, 2015

2.3.3 Functional Literacy

This is the measure of the ability to read, write and spell at a Grade 7-level, and thus for a higher chance to be employed and at a higher remuneration rate. The literacy rate in the District in 2015, of 70.4% is lower than for the province (76.5%) and for South Africa as a whole (83.0%). While functional literacy rates did increase in the District by 3% over the five-year period 2011-2015, the increase was higher than for the EC Province and the country as a whole, both of which saw an increase of 2.1% and 1.5% in literacy levels during this period.

In 2015, there were 639 101 literate individuals in O.R. Tambo District Municipality as opposed to 268 572 who were considered to be functionally illiterate. Expressed as a rate, this amounts to 70.4 - up by 5.7% percentage points from 64.7% in 2011. Compared to the Province, O.R. Tambo District Municipality's literacy rate is still lower than that of Eastern Cape Province. King Sabata Dalindyebo Local Municipality, at 75.3%, does have the highest literacy rates within the O.R. Tambo District Municipality. The lowest literacy rate of 62.1% is in the Port St Johns Local Municipality.

2.3.4 Education

The District is characterised by low levels of education. Table 8 below indicates that KSD, IIngquza Hill and Nyandeni LMs have the highest number of people with no formal education. KSDLM also has the highest number of people with secondary and tertiary education, probably because of the location of the Walter Sisulu University and the many secondary schools in Mthatha. In 2016, the local municipality with the most people aged 15 years and up with no schooling is the Port St Johns Local Municipality 16.1% or 26 851 persons. King Sabata Dalindyebo Local Municipality has the highest percentage of people with a tertiary education of some kind.

TABLE 9: EDUCATION LEVELS PER LOCAL MUNICIPALITY

	No schooling		Some primary		Completed primary		Some secondary		Matric		Higher	
	2011 (%)	2016 (%)	2011 (%)	2016 (%)	2011 (%)	2016 (%)	2011 (%)	2016 (%)	2011 (%)	2016 (%)	2011 (%)	2016 (%)
Ingquza Hil	20.8	11.7	23	19.9	5.8	5.9	32.2	37.7	42.8	12.7	14.5	5
Nyandeni	18.2	13.2	21.3	15.1	6	5.3	35	43.3	15.2	17.6	4	4.9
Port St Johns	23.5	16.1	25.6	21.1	5.8	5.9	29.1	37.7	12	15.7	3.7	2.9
Mhlontlo	14.7	11.5	22.4	17.0	7	6.2	38.7	46.8	12.4	14.9	4.6	3.0
King Sabata Dalindyebo	14	15.9	16.6	10.6	5.2	4.1	34.4	37.4	19.1	22.2	10.2	8.9
OR Tambo	**17.3**	**14.0**	**20.6**	**15.3**	**5.8**	**5.1**	**34.2**	**40.9**	**15.4**	**18.1**	**6.4**	**5.9**
Eastern Cape	**10.5**	**8.1**	**18.2**	**13.2**	**6.2**	**5.4**	**36.3**	**40.3**	**20**	**24.3**	**8.2**	**7.7**

Source: ECSECC, 2016

In 2016 the O.R. Tambo District Municipality had a total of 204 033 persons with no schooling this is 14.0% of the total population. The number of people with some primary education amounts to 222 979 or 15.3% of the total population in O.R. Tambo District Municipality.

From 2011 to 2016 the levels of education changed drastically, the local municipality with the most people aged 15 and up with no schooling is the Port St Johns Local Municipality at 16.1% , an improvement from 23.5% in 2011. King Sabata Dalindyebo Local Municipality has the highest percentage of people with a tertiary education of some kind, this decreased from 10.2% in 2011 to 8.9% in 2016. In O.R. Tambo District Municipality the number of persons without any schooling in 2011 was 236 325 and improved to 204 033 in 2016, in percentage of population numbers it changes from 17.3% in 2011 to 14.0% in 2016 of the total population.

TABLE 10: NUMBER OF SCHOOLS, FET COLLEGES AND UNIVERSISTIES PER LOCAL MUNICIPALITY IN THE DISTRICT 2015

Municipality	Primary	Combined	Secondary	FET Colleges	University
Ingquza Hill	66	123	22	1	-
KSD	80	220	58	1	1
Mhlontlo	75	152	29		-
Nyandeni	71	162	30		-
Port St Johns	60	73	13		-
Total	352	730	152	2	1

Eastern Cape Department of Education, 2016

2.3.5 Health Facilities

Eastern Cape Province has 992 health facilities that are made up of 164 non-fixed, 721 fixed clinics and 41 Community Health Centres whilst the hospitals are 66 (ECDOH Annual Performance Plan 2015/16). OR Tambo District Municipality has 173 health facilities made up of 11 mobiles, 135 fixed clinics, 10 Community Health Centres, 9 district hospitals, 2 Regional hospitals and 1 tertiary hospital. There are 5 private health facilities made up of 2 private hospitals and 3 non-medical sites. This makes up 17.4% of the total facilities in the Eastern Cape. The majority of the hospitals in the OR Tambo District Municipality are generally in the rural areas with only 3 out of 12 hospitals are in the urban area. Only 4 out 145 Primary Health Care facilities are in the urban area whilst 141 are in the rural area. The National Department of Health is currently driving an active programme of refurbishing

health facilities. Fifteen (15) PHC facilities have been provided with additional consulting rooms that are equipped with medical equipment. These structures have improved the space, especially in the previously small health facilities. The Provincial government is continuing with the programme of construction of health facilities. However the department is still beset with challenges with the recruitment and retention of qualified staff at the rural institutions. Sometimes, shortage of medicines and other medical supplies are experienced. The sector has adopted a policy of prioritising the refurbishment of access roads to rural clinics, as well as reconstruction of roads to rural hospitals. The ORTDM is also prioritising the supply of water and sanitation to clinics and has a programme underway to address this issue.

TABLE 11: NUMBER OF HEALTH FACILITIES OR TAMBO DISTRICT 2015

HEALTH FACILITIES	NUMBER
Clinics	135
Community Health Centre	10
Correctional Centre	4
Crisis / Victim Empowerment Centre	3 (Sinawe, Thuthuzela & Thembelitsha)
District hospital	9
EMS	1 main base in Mthatha & satellite stations
Mobiles	11
Non-medical sites	3
Private hospital	2
Provincial Central hospital	1
Regional hospital	2
Psychiatric hospital	0
Specialised Orthopaedic hospital	1
Specialised TB hospital	0
TOTAL	**184**

Eastern Cape Department of Health, 2016

2.3.6 Poverty levels

Poverty is multifaceted and can be defined through the following:-

- Lack of income
- Lack of employment
- Lack of basic services
- No ownership of assets
- Social exclusion
- Inability to take part in decision making as well as the
- Inability to afford basic needs

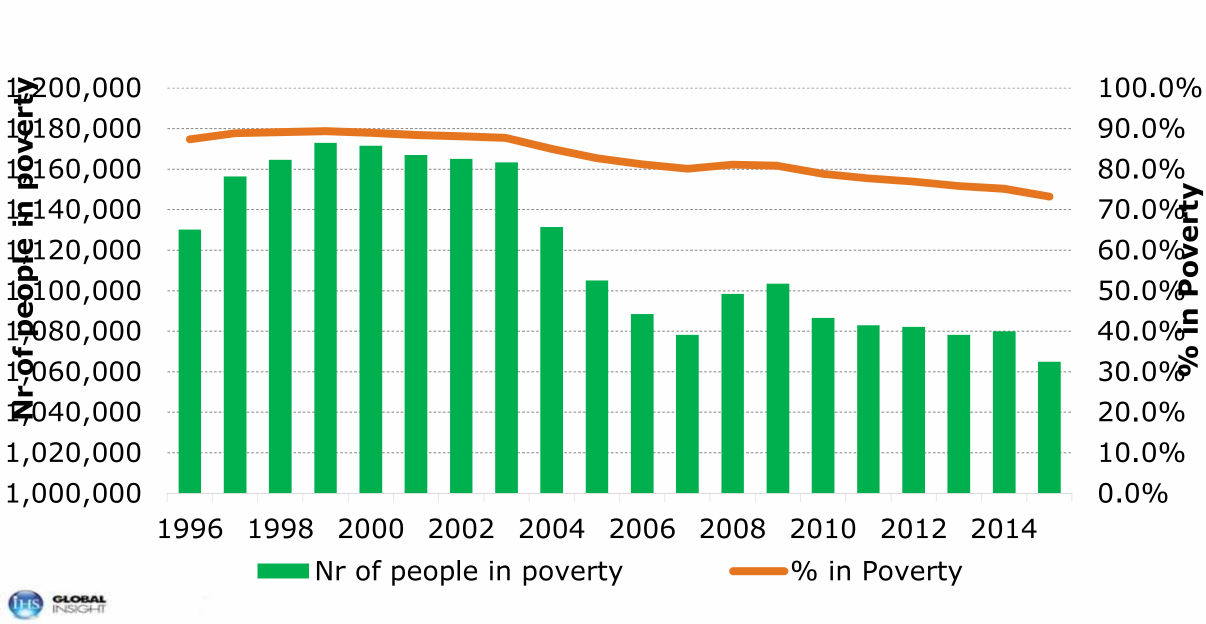
According to Global Insight's 2015 report, approximately 30.1% (525 586) of the total population in the OR Tambo District lives below the poverty line. In 2011, there were 540 425 people living below the poverty line across O.R. Tambo District Municipality – down by 9.5% from 540 425 in 2011. In 2015, the number of O.R. Tambo District Municipality's inhabitants that were living below the poverty line accounted for 30.1% of the total population of the district. The number of people living in poverty in the O.R. Tambo District Municipality declined by an annual average of 2.7% from 2011 to 2015.
On a national basis 11 979 708 people were living below the poverty line. The local municipality with the highest number of people living in poverty is the KSD Municipality (30.1%).

TABLE 12: NUMBER OF PEOPLE LIVING BELOW THE POVERTY LINE PER LOCAL MUNICIPALITY 2011-2015

	2011	2012	2013	2014	2015
Ingquza Hill	122 738	124 252	121 895	124 338	120 331
Port St Johns	72 937	77 076	77 050	78 927	76 176
Nyandeni	125 024	127 014	122 386	121 566	116 317
Mhlontlo	72 073	71 167	67 148	66 387	62 463
KSD	147 653	151 710	150 195	154 368	150 000
OR Tambo	**540 425**	**551 219**	**538 673**	**545 687**	**525 586**
Eastern Cape	**1 938 323**	**1 973 581**	**1 943 692**	**2 014 849**	**1 951 837**
South Africa	**11 106 734**	**11 657 182**	**11 669 295**	**12 172 032**	**11 979 708**

Source: IHS Global Insight, 2015

FIGURE 8: NUMBER OF PEOPLE LIVING IN POVERTY (OR TAMBO) 1995-2014



Source: IHS, Global Insight, 2015

TABLE 13: TOTAL POVERTY GAP

	2011 (%)	2012 (%)	2013 (%)	2014 (%)	2015 (%)
Ingquza Hill	33.1	32.9	32.6	32.6	32.1
Port St Johns	33.4	33.6	33.5	33.5	32.9
Nyandeni	32.8	32.6	32.2	32.0	31.5
Mhlontlo	31.8	31.5	31.1	31.0	30.4
KSD	31.4	31.3	31.1	31.1	30.7
OR Tambo	**32.4**	**32.2**	**32.2**	**31.9**	**31.4**
Eastern Cape	**30.9**	**30.7**	**30.6**	**30.6**	**30.2**
South Africa	**29.8**	**29.7**	**29.7**	**29.7**	**29.4**

Source: IHS Global Insight, 2015

2.3.7 Grant Dependency

Household dependency on Government grants is undisputed in the Eastern Cape. The O.R Tambo District Municipality at 75.1% has the highest percentage of households receiving grants in the Province. The large number of households in receipt of grants is in part a result of improved access to such grants for poor households. Overall welfare grants are a very important component of the household incomes and livelihood strategies of the majority of the families, with such payments representing approximately 20% of total income in the District. While the District must, on the one hand, seek to maximise the access to grants for eligible households, it must also, on the other hand, endeavour to reduce grant dependency for households by increasing their access to economic opportunities.

TABLE 14: SOCIAL WELFARE GRANTS (SASSA) PER LOCAL OFFICE AS AT FEBRUARY 2017

District Office	Local Office	Grant Type	No. Of Beneficiaries	No. Of Children
O.R. Tambo	Flagstaff	Care Dependency	425	428
		Child Support (Total 0-18)	25,016	53,503
		Foster Care	1,767	2,655
		Grant In Aid	108	
		Old Age	5,788	
		Old Age (75 Years & Over)	3,609	
		Permanent Disability	2,204	
		Temporary Disability	129	
		War Veteran	1	

District Office	Local Office	Grant Type	No. Of Beneficiaries	No. Of Children
	Flagstaff Total		39,047	56,586
	Libode	Care Dependency	426	432
		Child Support (Total 0-18)	24,977	50,015
		Foster Care	1,651	2,471
		Grant In Aid	223	
		Old Age	6,389	
		Old Age (75 Years & Over)	3,115	
		Permanent Disability	3,092	
		Temporary Disability	220	
		War Veteran	1	
	Libode Total		40,094	52,918
	Lusikisiki	Care Dependency	687	695
		Child Support (Total 0-18)	34,275	70,905
		Foster Care	3,620	5,896
		Grant In Aid	58	
		Old Age	8,957	
		Old Age (75 Years & Over)	5,798	
		Permanent Disability	3,961	
		Temporary Disability	201	
	Lusikisiki Total		57,557	77,496
	Mqanduli	Care Dependency	451	456
		Child Support (Total 0-18)	24,402	47,456
		Foster Care	1,746	2,480
		Grant In Aid	92	
		Old Age	6,559	
		Old Age (75 Years & Over)	3,517	
		Permanent Disability	3,575	
		Temporary Disability	158	
	Mqanduli Total		40,500	50,392
	Ngqeleni	Care Dependency	536	547
		Child Support (Total 0-18)	27,539	57,806
		Foster Care	2,100	3,077
		Grant In Aid	99	
		Old Age	7,120	
		Old Age (75 Years & Over)	4,145	
		Permanent Disability	3,112	
		Temporary Disability	261	
		War Veteran	1	
	Ngqeleni Total		44,913	61,430
	Port St Johns	Care Dependency	539	552
		Child Support (Total 0-18)	29,334	60,828
		Foster Care	2,737	4,374
		Grant In Aid	114	

District Office	Local Office	Grant Type	No. Of Beneficiaries	No. Of Children
		Old Age	6,283	
		Old Age (75 Years & Over)	2,719	
		Permanent Disability	2,743	
		Temporary Disability	189	
	Port St Johns Total		44,658	65,754
	Qumbu	Care Dependency	343	345
		Child Support (Total 0-18)	21,818	41,754
		Foster Care	1,412	1,996
		Grant In Aid	527	
		Old Age	7,407	
		Old Age (75 Years & Over)	3,389	
		Permanent Disability	2,622	
		Temporary Disability	146	
	Qumbu Total		37,664	44,095
	Tsolo	Care Dependency	327	333
		Child Support (Total 0-18)	14,939	28,480
		Foster Care	1,262	1,849
		Grant In Aid	86	
		Old Age	4,400	
		Old Age (75 Years & Over)	1,957	
		Permanent Disability	1,885	
		Temporary Disability	78	
	Tsolo Total		24,934	30,662
	Umtata	Care Dependency	824	841
		Child Support (Total 0-18)	41,636	76,778
		Foster Care	3,176	4,507
		Grant In Aid	347	
		Old Age	13,991	
		Old Age (75 Years & Over)	6,637	
		Permanent Disability	8,044	
		Temporary Disability	542	
	Umtata Total		75,197	82,126
Or Tambo Total			**404,564**	**521,459**

2.3.8 Housing

The average size of a household in the O.R. TAMBO DISTRICT MUNICIPALITY is 4.6 people. Housing is predominantly located in scattered rural settlements, with the majority of households in the district living in traditional dwellings. According to Community Survey, 43.4% of households occupied formal dwellings in 2011, and by 2016, this had grown to 43.6%. At the same time, while 54.3% of households in the District were living in traditional dwellings in 2011, this had decreased to 54.2% by 2016 (see Table 14 below).

TABLE 15: TYPE OF DWELLINGS: LMs AND OR TAMBO DISTRICT 2016

HOUSING								
	Traditional Dwelling		**Formal dwelling**		**Informal dwelling**		**Other**	
	2011 (%)	**2016 (%)**	**2011 (%)**	**2016 (%)**	**2011 (%)**	**2016 (%)**	**2011 (%)**	**2016 (%)**
Ingquza Hill	58.0	57.0	40.5	40.0	1.0	1.2	0.6	1.8
Nyandeni	64.6	62.1	33. 8	36.8	0.6	0.4	1.0	0.6
Port St Johns	74.4	62.2	24.6	36.9	1.0	0.7	0.3	0.1
Mhlontlo	62.7	54.7	34.3	41.5	2.3	2.9	0.7	0.8
King Sabata Dalindyebo	36.7	45.9	60.2	51.8	2.0	1.3	1.1	1.0
OR Tambo	**54.3**	**54.2**	**43.4**	**43.6**	**1.5**	**1.3**	**0.8**	**0.9**
Eastern Cape	**28.2**	**26.6**	**63.2**	**65.1**	**7.7**	**7.4**	**0.9**	**0.9**

Source: ECSECC, 2016

2.4 ACCESS TO MUNICIPAL SERVICES

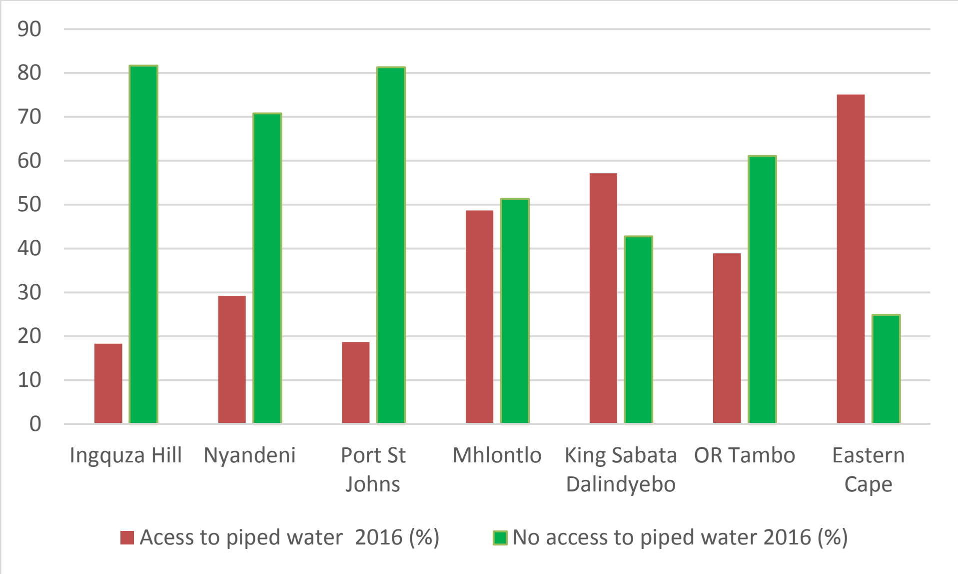
2.4.1 Water

TABLE 16: ACCESS TO WATER PER LOCAL MUNCIPALITY

	Access to piped water		**No access to piped water**	
	2011 (%)	**2016 (%)**	**2011 (%)**	**2016 (%)**
Ingquza Hill	31.0	18.3	69.0	81.7
Nyandeni	44.5	29.2	55.5	70.8
Port St Johns	35.0	18.7	65.0	81.3
Mhlontlo	61.8	48.7	38.2	51.3
KSD	61.2	57.2	38.8	42.8
OR Tambo	**49.3**	**38.9**	**50.7**	**61.1**
Eastern Cape	**77.6**	**75.1**	**22.4**	**24.9**

Source, Community Survey, 2016

FIGURE 9: ACCESS TO WATER IN THE OR TAMBO DISTRICT 2016 PERCENTAGE SHARE COMPARISON



Community Survey, 2016

Household access to water in the OR Tambo District has also deteriorated between 2011 and 2016 according to the Community Survey. When looking at access to water, the proportion of households with access to piped water within their dwelling in the District decreased from 49.3 to 38.9 per cent. The LM with the largest percentage of households without access to piped water in Ingquza Hill at 81.7% in 2016. The LM with the highest percentage of households that have access to water in KSL at 57.2% in the same period.

2.4.2 Electricity

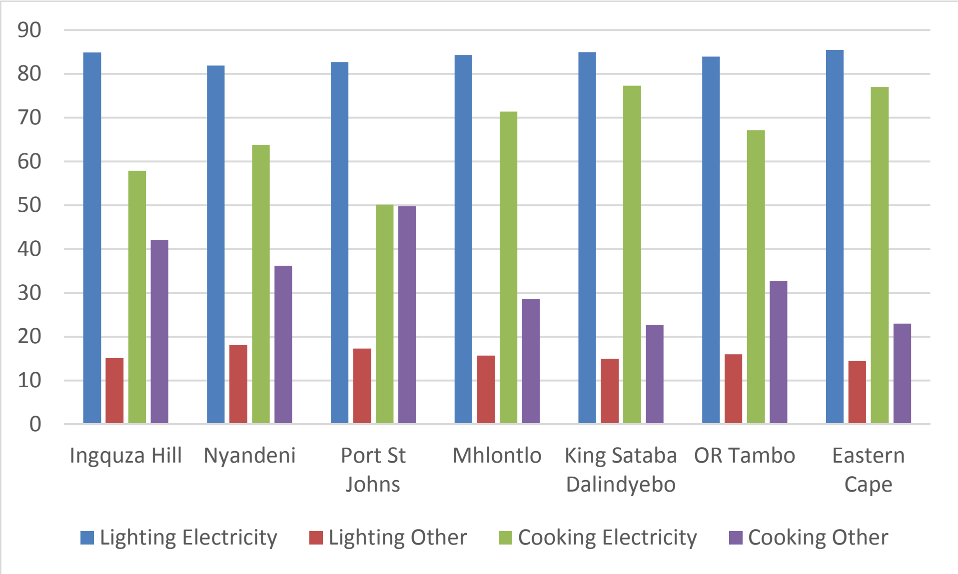
TABLE 17: ENERGY PER LOCAL MUNICIPALITY 2016

	Lighting		**Cooking**	
	Electricity	**Other**	**Electricity**	**Other**
Ingquza Hill	84.9	15.1	57.9	42.1
Nyandeni	81.9	18.1	63.8	36.2
Port St Johns	82.7	17.3	50.2	49.8
Mhlontlo	84.3	15.7	71.4	28.6
KSD	85.0	15.0	77.3	22.7
OR Tambo	**84.0**	**16.0**	**67.2**	**32.8**
Eastern Cape	**85.5**	**14.5**	**77.0**	**23.0**

Source: Community Survey, 2016

84% of the households in the District having access to electricity for lighting, which is commendable. This bodes well for economic activity down to a ward level and also for development of communities from both a social and economic context.

FIGURE 10: ACCESS TO ELECTRICITY PER LOCAL MUNICIPALITY PERCENTAGE SHARE COMPARISON 2016



Source: Community Survey, 2016

2.4.3 Sanitation

TABLE 18: HOUSEHOLD SANITATION FACILITIES 2011 AND 2016

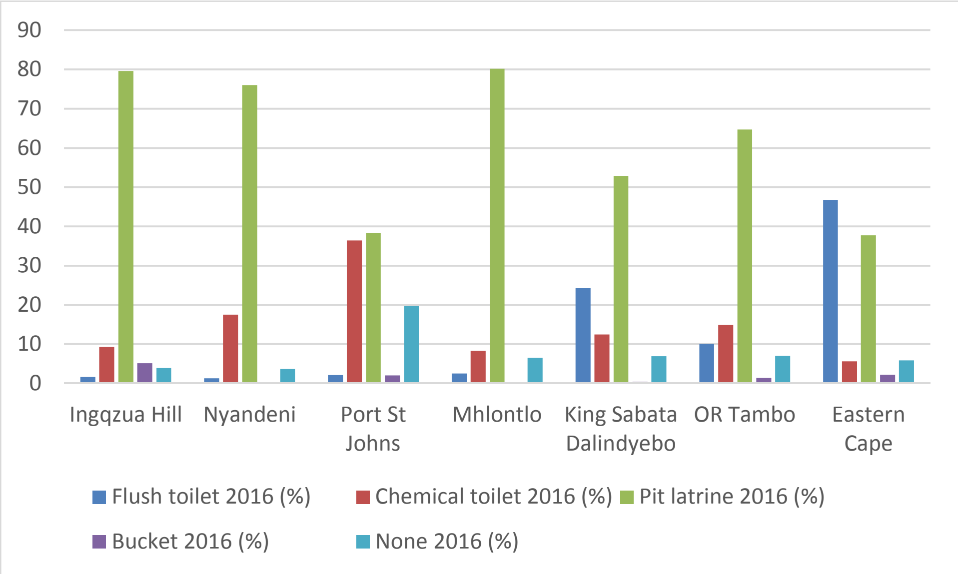
	Flush toilet		Chemical toilet		Pit latrine		Bucket		None	
	2011 (%)	**2016 (%)**	**2011 (%)**	**2016 (%)**	**2011 (%)**	**2016 (%)**	**2011 (%)**	**2016 (%)**	**2011 (%)**	**2016 (%)**
Ingqzua Hill	3.5	1.6	10.1	9.3	69.9	79.6	1.3	5.1	15.3	3.9
Nyandeni	2.4	1.3	4.3	17.5	63.2	76.0	0.9	0.2	29.2	3.7
PSJ	3.4	2.1	10.6	36.4	56.8	38.4	1.0	2.0	28.3	19.7
Mhlontlo	4.3	2.5	5.2	8.3	67.1	80.2	0.7	0.1	22.7	6.5
KSD	28.8	24.3	6.6	12.5	50.4	52.9	0.5	0.4	13.7	6.9
OR Tambo	**12.4**	**10.1**	**7.0**	**14.9**	**59.8**	**64.7**	**0.8**	**1.4**	**20.0**	**7.0**
Eastern Cape	**44.9**	**46.8**	**3.2**	**5.6**	**35.9**	**37.7**	**2.5**	**2.2**	**13.6**	**5.9**

Source: Community Survey, 2016

Table 18 illustrates the various types of sanitation available to households across the OR Tambo District in 2011 and 2016.
The proportion of households utilising the bucket system has increased from 0.8% in 2011 to 1.4%, however the proportion of households with no access to sanitation has decreased from 20.0% in 2011 to 7.0% in 2016 over the same time period. It is still concerning to note that in 2016, 1.4 per cent of all households in the District still made use of the bucket system, while 7.0 per cent still had no access to sanitation facilities. While rapid progress has been made in eliminating primitive means of sanitation, certain pockets of the District continue to operate in this primitive manner. The OR Tambo District compares unfavourably when benchmarked against the provincial figures in relation to Access to Sanitation.

However, of particular importance is the amount of households with no access to flush toilet facilities. Port St Johns (19.7%) recorded the most noteworthy figures in this regard but this municipality also has a significant rural population, with the lowest HDI index within the District.

FIGURE 11: ACCESS TO SANITATION FACILITIES PER LOCAL MUNICIPALITY 2016



Source: Community Survey, 2016

2.4.4 Refuse removal

TABLE 19: MAIN SOURCES OF REFUSE REMOVAL SERVICES 2011 AND 2016

	Removed by local authority at least once a week		**Removed by local authority less often**		**Communal Refuse dump**		**Own refuse dump**		**No rubbish disposal**		**Other**	
	2011 (%)	**2016 (%)**	**2011 (%)**	**2016 (%)**	**2011 (%)**	**2016 (%)**	**2011 (%)**	**2016 (%)**	**2011 (%)**	**2016 (%)**	**2011 (%)**	**2016 (%)**
Ingquza Hill	3.3	2.9	0.6	1.5	1.4	1.8	74.0	80.8	18.4	13.0	2.3	0.1
Nyandeni	1.8	1.0	0.4	0.7	0.7	2.2	65.1	75.6	27.6	19.2	2.6	2.2
PSJ	3.2	0.5	0.4	0.2	1.1	2.4	65.1	75.6	27.6	19.2	2.6	2.2
Mhlontlo	4.6	1.8	1.1	0.2	2.2	4.2	60.5	82.4	27.9	10.2	3.6	1.1
KSD	25.0	21.5	1.6	0.6	0.9	5.8	60.4	64.7	10.7	7.2	1.5	0.3
OR Tambo	**10.8**	**9.0**	**0.9**	**0.7**	**1.2**	**3.8**	**65.1**	**75.7**	**19.6**	**10.4**	**2.4**	**0.6**
Eastern Cape	**40.8**	**41.3**	**2.4**	**2.2**	**1.8**	**4.7**	**41.7**	**44.3**	**11.3**	**6.0**	**1.9**	**1.5**

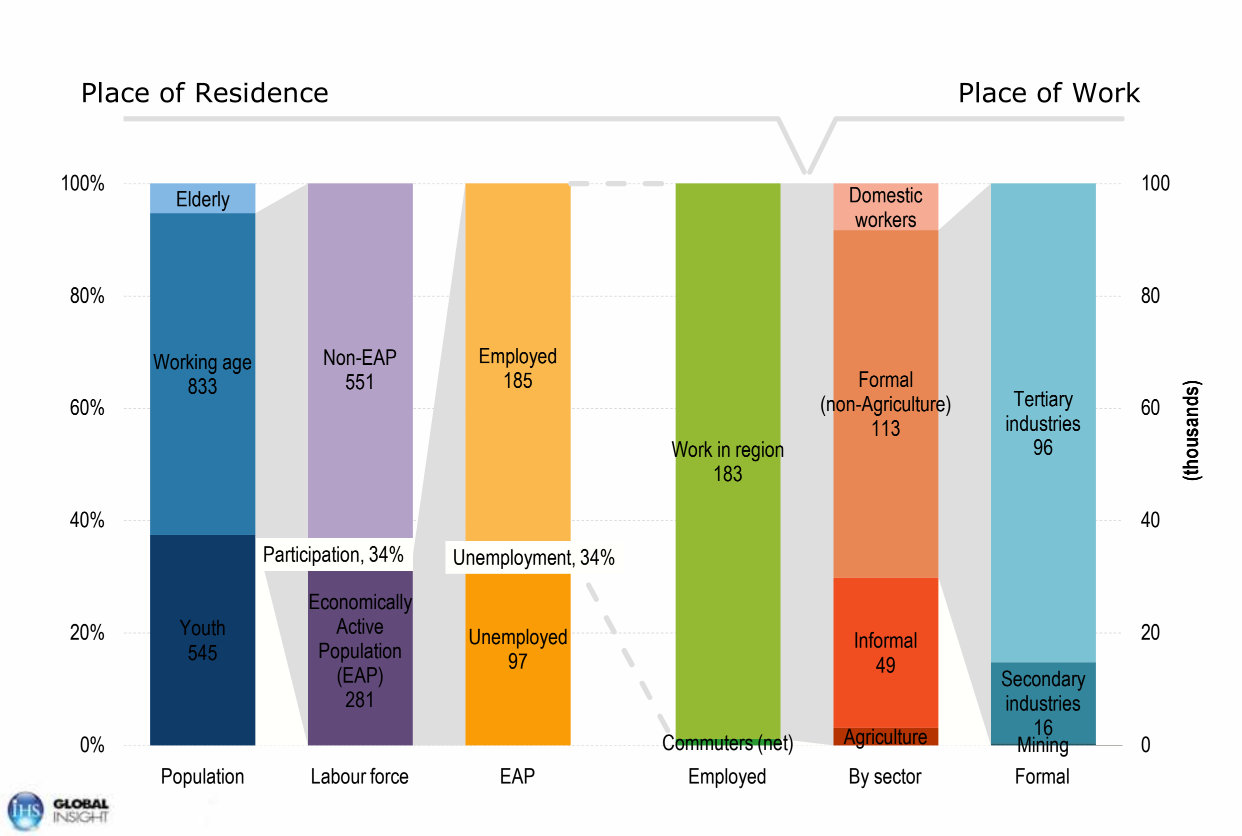
Source: Community Survey, 2016

In 2011, 10.8 per cent of households had refuse removed weekly while by 2016 this had decreased to 9.0 per cent. It is of concern that in 2016 approximately 79.1 per cent of households still had to make use of a communal or own refuse dump facility and 0.6 per cent had no access to a rubbish disposal facility. The OR Tambo District compares unfavourably when benchmarked against provincial figures of Access to Refuse Removal.

2.5 LABOUR

2.5.1 Economically active population

FIGURE 12: LABOUR GLIMPSE 2015



Source: IHS Global Insight, 2015

TABLE 20 COMPARISON OF ECONOMICALLY ACTIVE POPULATION ACROSS MUNICIPALITIES IN THE OR TAMBO DISTRICT 2015

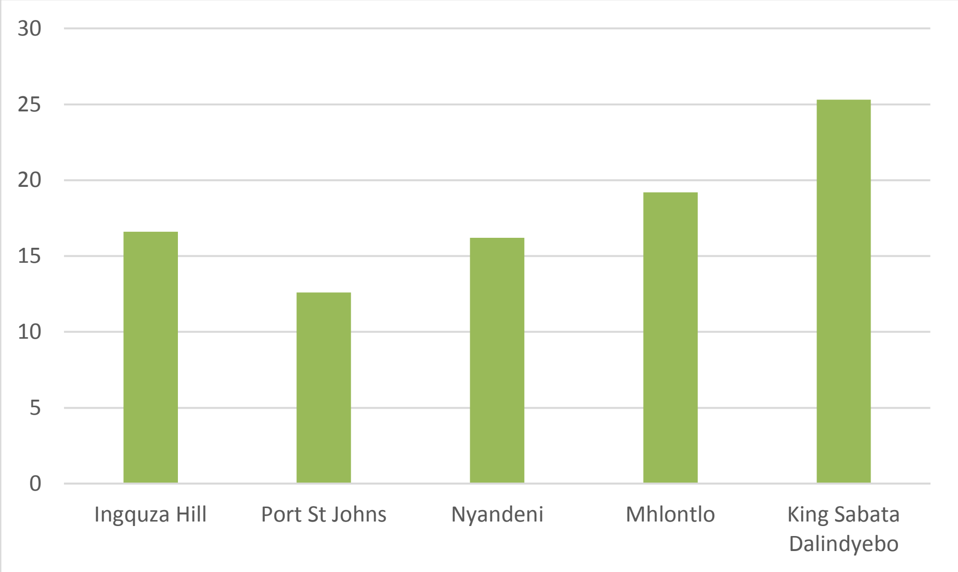
	Economically active population (official definition)	**% of total population**	**Number of unemployed people**	**Unemployment rate (%)**	**Number of employed people**
Ingquza Hill	49 716	16.6	20 164	40.6%	24 255
Port St Johns	20 937	12.6	8 791	42.0	15 113
Nyandeni	50 192	16.2	17 160	34.2	20 606
Mhlontlo	37 128	19.2	13 799	37.2	24 218
King Sabata Dalindyebo	123 361	25.3	36 089	28.8	98 345
OR Tambo	**281 334**	**19.3**	**96 723**	**34.4**	**182 538**
Eastern Cape	**2 001 442**	**28.9**	**583 131**	**29.1**	**1 422 766**
South Africa	**20 753 507**	**37.8**	**5 286 709**	**25.5**	**15 466 554**

Source: IHS Global Insight, 2015

The economically active population (EAP) is defined as the number of persons between the ages of 15 and 65 that are able and willing to work. It therefore includes both employed and unemployed persons. Global Insight uses the official definition of the EAP in that persons who consider themselves unemployed, but did not take recent active steps to find employment, are considered as 'Not Economically Active'.

O.R. Tambo District Municipality's EAP increased to 281 334 in 2015 from 164 906 in 2011. In 2015, the EAP in O.R. Tambo District Municipality constituted 19.3% of its total population of 1.46 million, and roughly 14.0% of the total EAP of the Eastern Cape.
KSDLM has the highest economically active population at 25.3% of its' total population, whilst Port St Johns LM has the highest unemployment rate of 42.0% of its population.

FIGURE 13: ECONOMICALLY ACTIVE POPULATION PER LOCAL MUNICIPALITY 2015

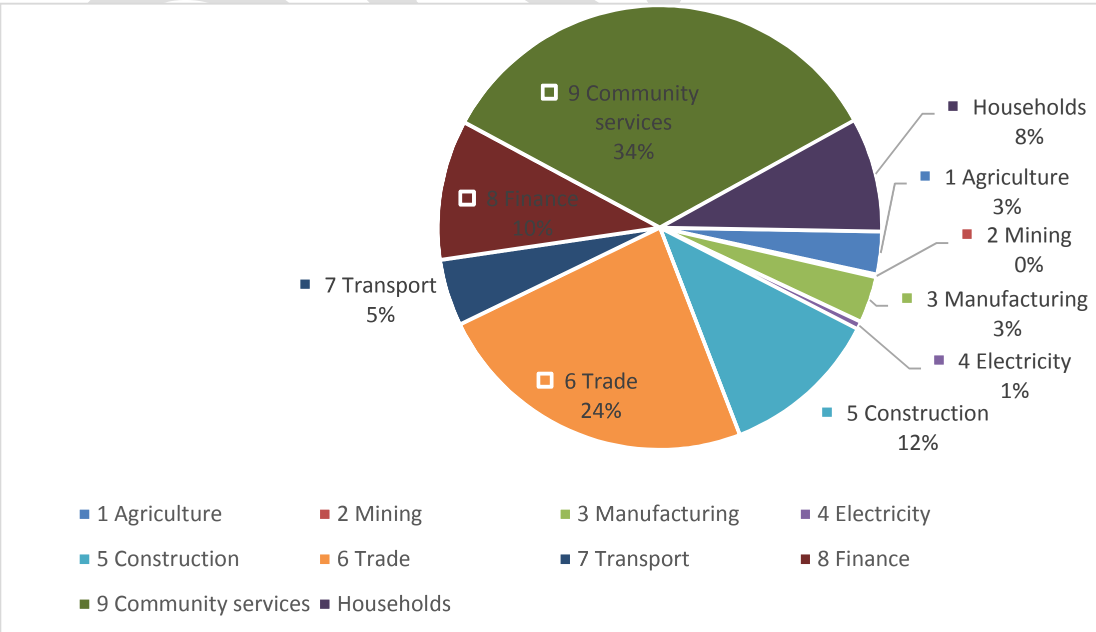


Source: IHS Global Insight, 2015

2.5.2. Total employment

Total employment consists of two parts, i.e. (1) employment in the official economic sector, or the formal sector, and (2) employment in the unofficial economic sector or the informal sector. The economic sectors that recorded the largest declines in employment numbers between 2010 and 2011 were (1) households (or domestic workers) down by almost 284 and (2) agriculture down by 218. For the rest of the sectors, the Manufacturing sector (60), the Construction sector (206), the Transport sector (79) and the Community services sector (1606) recorded growth from 2010 to 2011.

FIGURE 14: TOTAL EMPLOYMENT BY SECTOR 2015



Total employment can be broken down into formal and informal employment. Formal employment is measured from the formal business side, and informal employment is measured from the household side. Formal employment is much more stable than informal employment. Informal employment is

much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

TABLE 21: EMPLOYMENT BY ECONOMIC SECTOR IN THE DISTRICT 2015

	Formal Employment	**Informal Employment**	**Total employment**
Agriculture	5 679	-	5 679
Mining	361	-	361
Manufacturing	4 246	1 934	6 180
Electricity	1 065	-	1 065
Construction	11 023	10 109	21 132
Trade	23 192	20 056	43 248
Transport	4 097	4 759	8 856
Finance	15 528	3 166	18 694
Community Services	53 424	8 837	62 261
Households	15 161	-	15 161
Total	133 776	48 861	182 637

Source: IHS Global Insight, 2015

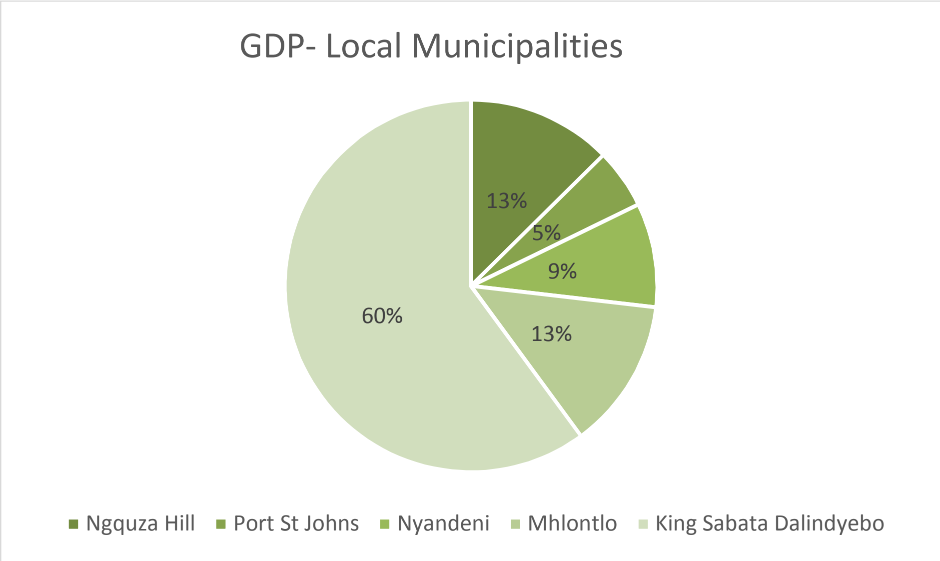
Informal employment in O.R. Tambo District Municipality was estimated at 48 861 in 2015 increasing from 22 874 in 2011. In 2015 the sector which recorded the highest number of informal employed people is the Trade sector, with a total of 20 056 workers being informally employed. When looking at the relative contribution of informal employment to the total sector employment, the transport sector is the least formal sector with 53.7% of the employment being informal. The informal taxi-industry is included in the bigger transport sector. The spaza-shops and informal retailers make up a large percentage of the informal employment, and also a fairly large share percentage of the Trade sector.

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

2.6 INDICATORS OF ECONOMIC PERFORMANCE

When comparing economies and economic states, a good indicator to use is the Gross Domestic Product (GDP). The Gross Domestic Product (GDP) is defined as the total value of all final goods and services produced within the geographic boundaries of a country in a particular period (usually one year). It is regarded as one of the most important indicators of economic performance.

FIGURE 15: GDP CONTRIBUTION PER LM IN OR TAMBO DISTRICT 2015



Source: IHS Global Insight, 2015

FIGURE 16: GDP-R: 1996-2020



Source: IHS Global Insight, 2015

FIGURE 17: GDP-R GROWTH RATE 2016



Source: ECSECC, 2016

FIGURE 18: TOP 10 SECTORS (GVA) 2015

	2015
Education	5.55
Retail trade and repairs of goods	3.18
Wholesale and commission trade	3.10
Finance and Insurance	3.05
Public administration and defence activities	2.69
Health and social work	2.20
Electricity, gas, steam and hot water supply	1.81
Real estate activities	1.30
Land and Water transport	1.29
Construction	1.22
All other smaller sectors	5.53

In 2016, O.R. Tambo District Municipality's economy was dominated by the tertiary sector as a whole, which is primarily focused on community services. Community services accounted for half of the GVA with a 50.6% contribution to the total economic activity, which is the largest sector contribution to economic activity. The community services consist of public administration, education, health, social work and other community services).The trade sector is the second largest contributor to the economic activity.

See Figure 16 which shows GVA according to the various sectors. This is not a healthy picture, as the primary source of financing in the 'Community Services' is direct remittances from government in the following forms: (1) capital infrastructure; and (2) operational costs of government employees in the three spheres of government operating in the District. The District clearly needs to seriously consider ways of growing its economy, especially the primary and the secondary sectors.

2.7 NATURAL ENVIRONMENT ANALYSIS

2.7.1 Hydrology

The O.R. Tambo area has one large river system (the Umzimvubu) two medium-sized rivers (the Mthatha and Umtamvuna), and a number of smaller coastal rivers with limited catchments that stretch no more than 60 km inland. It is these smaller coastal rivers and their estuaries that give the Wild Coast much of its unique character (See Map 13 to 16). The nature of the river systems has an impact on the environmental threats affecting different parts of the area.

2.7.2 Rainfall

Most of the O.R. Tambo District Municipality receives an annual rainfall of above 800 mm. Rainfall decreases steadily inland and is particularly low in major river valleys (see Map 17 to 19). An appreciable amount of rain falls in the winter months in the coastal areas but inland areas receive 80% or more of their precipitation in the 6 months from October to March (81% at Mthatha).

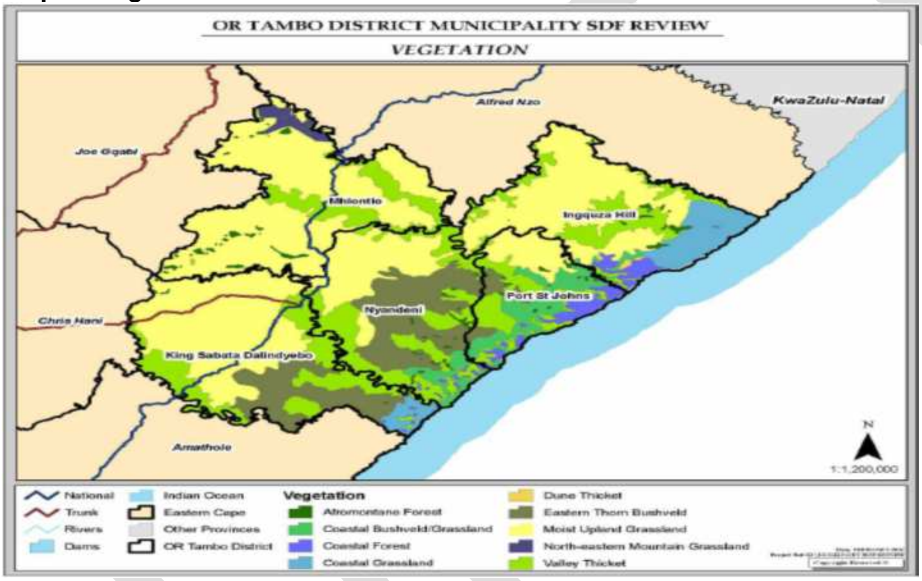
2.7.3 Temperature

Temperature range from a mean minimum of 14.3-19.8 ^{0}C in January and 1.8-13.4 ^{0}C in July to a mean maximum of 14.3-25.3 ^{0}C in January and 19.5-21.4 ^{0}C in July.

2.7.4 Vegetation

The environment of the O.R. Tambo area has a wide range of habitats, including upland and coastal grassland, afromontane and coastal forest, valley thicket, thorny bushveld, coastal and marine habitats. Two components are of particular interest. The coastal forests, bushveld and grassland of the Pondoland area north of Mbotyi has been identified as a "centre of plant endemism", with more than 130 species of plants that occur nowhere else in the world, and including the well-known Pondoland coconut palm. This terrestrial biodiversity is matched by extremely rich marine biodiversity, also with a large number of endemic fish species. The Wild Coast has been identified as one of WWF International's Global 200 Ecoregions of Global Significance.

Map 7: Vegetation

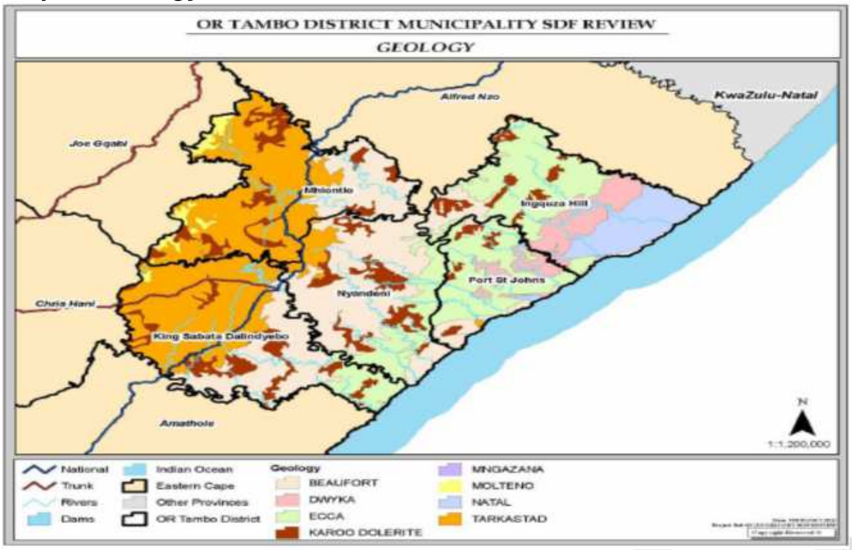


2.7.5 Geology

O.R. Tambo is underlain by a variety of lithologies (rock types) representing a considerable time span. As a broad generalization the area is underlain by sedimentary rocks (sandstones and shales), through which magmas have intruded to form dolerite dykes and sills. The dolerite dykes represent the conduits that fed the lavas that form the higher lying areas of the Drakensberg. Kimberlites, diatremes and other centers of volcanic activity also occur at a number of localities within O.R. Tambo.

The underlying geology and geomorphology of the region are closely tied to the formation of soils. In general, soils are arable with much of the more productive soils currently under cultivation. The most productive soils according to ENPAT data are located in the eastern portion of the District near Flagstaff, the northeast corner of the DM, in the vicinity of Bizana and to the east of Lusikisiki.

Map 8: Geology

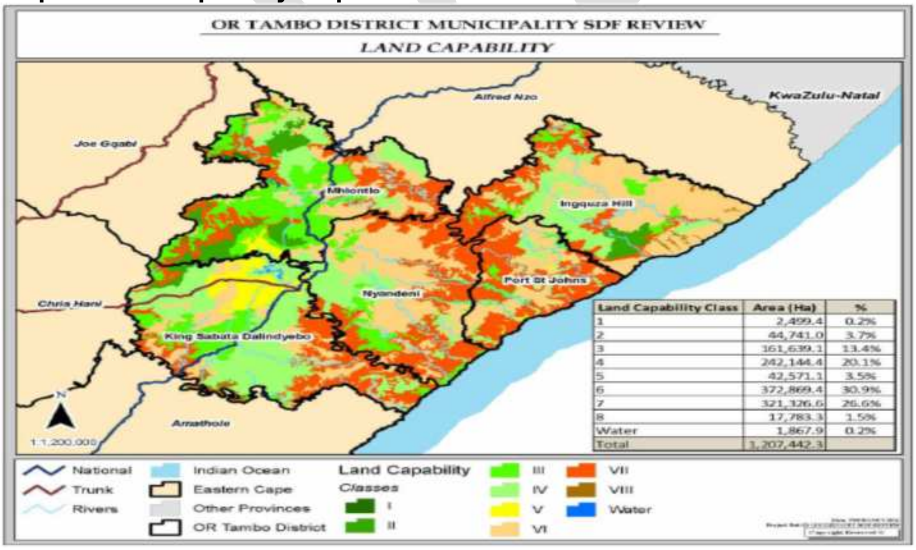


2.7.6. Land Capability

Land Capability is determined by the collective effects of soil, terrain and climate features. It indicates the most intensive long-term and sustainable use of land for rain-fed agriculture and at the same time highlights the permanent limitations associated with the different land use classes. It is therefore a more general term and conservation oriented than land suitability. The table below gives an indication of the suitable land uses for the various Land Capability Classes (LCC)

According to the SEA WMA 12 there is potential for expansion of areas under forestry because of the ideal rainfall and climatic conditions, particularly in the Mzimvubu and the Pondoland. Key areas; where 60 000 – 80 000 ha is probably suitable for forestry and 40 000 ha is considered a reasonable target.

Map 9: Land Capability Map



Land Capability Class	Area (Ha)	%
1	2,499.4	0.2%
2	44,741.0	3.7%
3	161,639.1	13.4%
4	242,144.4	20.1%
5	42,571.1	3.5%
6	372,869.4	30.9%
7	321,326.6	26.6%
8	17,783.3	1.5%
Water	1,867.9	0.2%
Total	1,207,442.3	

2.7.7. Environment

The Provincial Department of Economic Development; Environmental Affairs and Tourism is responsible for environmental management with a representative from the National residing in the District in order to provide support while the district responsible for air quality and waste management.

Biodiversity Conservation, Water & Terrestrial

The District has the International and well renowned Wild Coast identified as a biodiversity priority area in National Spatial Biodiversity Assessment for South Africa. In addition, there are 5 protected areas in the O.R. Tambo District Municipality, namely Mkambati, Silaka, Hluleka, Nduli and Luchaba.

Numerous indigenous coastal forests and mist belt and affromontane forests can be found as well as wetland areas particularly along the coast. The Region is also characterised by major rivers and supporting abundant aquatic life associated with these rivers are pristine estuarine environment. Biodiversity provides goods and services particularly for the subsistence rural people in terms of fuel wood, grazing, as well as consumptive value such as grasses, reeds, forests produce, marine resources, estuarine.

Marine and Coastal
The Wild coast is considered one of the spectacular coastal areas. It runs along the coast and forms part of four local municipalities in O.R. Tambo. The Wild coast area has been widely studied and numerous interventions to boost its socio-economic potential have been identified. The wild coast is characterised by the abundant marine life with potential for mariculture, wild sea and energetic wave action which has caused numerous ship wrecks. There district needs to develop a Coastal Management Plan which will identify the potential for coastal development with regards to tourism and marine resources.

There are a number of programmes that need to be implemented in order to ensure the protection and sustainability of the Wild Coast Area;

- Integrated Wild Coast Development Program, co-ordinated by ECSECC
- Wild Coast Protected Area Expansion and development Program, under auspices of ECPTA
- Review of spatial planning instruments for the Wild Coast, which is the subject of this presentation
- DEDEAT intends to, in terms of its dual mandate of both economic development and environmental management, establish a spatial instrument to guide and facilitate development of the Wild Coast, in order to create a balance between the development of an under-developed region and the protection of an environment which is generally recognized as being of exceptional value and importance.

Waste, Air Quality and Pollution
The O.R. Tambo District Municipality is responsible for air quality management due to the fact that this function has been cascaded down to the District Municipality. The District municipality is in the process of developing its air quality management plan. The district has limited waster services especially in the rural areas. In addition, a number of waste disposal facilities managed by local municipalities are not licensed, 5 sites are licensed in O.R. Tambo District Municipality. The air quality in the municipality is relatively good as there are no major industries; however, rivers are threatened by pollution and the lack of waste management.

Land and Spatial Planning
The district recognizes that to unlock value in forestry, agriculture, housing, and ensure social cohesion requires that land and spatial planning is improved. Critical land related issues that require attention include the following:

- Resolution of land claims
- Improvement in land use planning
- Ensuring security of land tenure and availing land for development
- Management of land degradation through the management of alien invasive plants and soil erosion
- Combat illegal land use

To achieve this requires the commitment of all stakeholders (government, municipalities, traditional leaders and communities) in ensuring that any resolution of land related issues contributes to sustainable development. Coordinating and improving the quality of spatial planning in line with the national guidelines is one of the challenges that the district faces and commits to ensuring its resolution.

The O.R. Tambo District Municipality is tasked with the responsibility of coordinating and ensuring that the region achieves a spatially equitable and vibrant socio-economic growth.

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) was assented by the President of the Republic of South Africa of the 05 August 2013. SPLUMA Applies to the entire area of the Republic as a supreme law on spatial planning and land use management. SPLUMA is meant to address racially based pre 1994 planning legislations, as well as to repeal most of them.

SPLUMA provides for:-

a) A framework for a Planning System for the country (Sec2 [2])
b) Development Principles (Sec 7)
c) Policies and legislation (Sec 6)
d) Spatial Development Frameworks (Chapter 4)
e) Land Use Management through Schemes (Chapter 5)
f) Land Development Management (Chapter 6)
g) Other provisions (Chapter 7)

SPLUMA further provides clear roles and responsibilities for each sphere of government with regard to its implementation. O.R Tambo District Municipality has budgeted 2 million for the implementation of SPLUMA.

Environmental Degradation
The degradation of the environment in OR Tambo DM is of concern, especially the extent and severity of the soil erosion. This impacts on the economic viability and possible uses of the land. The Table below indicates the extent of the degradation per Local Municipality Area. Environmental degradation, soil erosion in particular, is a major concern in the O.R. Tambo District Municipality. This imposes a number of limitations on the possible uses of land, and hence the economy of the area. Table 30 below and Map 21 to 23 depict the extent of degradation per LM in the District.

Climate Change
Climate Change is regarded by many as the most significant environmental challenge in our era. Climate Change is defined by the United Nations Framework Convention on Climate Change (UNFCCC) as "*a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability over comparable time periods".* Global Warming has been blamed as that human activity which has had the most influential impact on climate change. Global warming is defined by the UNFCCC as *"the increase in the earth's temperature, in part due to emissions of greenhouse gases (GHG's) associated with human activities such as burning fossil fuels, biomass burning, cement manufacture, cow and sheep rearing, deforestation and other land-use changes."*

There is now empirical evidence to suggest that climate change is a reality and there are many global examples or trends which all depict a change in climate. Anthropogenic climate change is already occurring and many natural systems are being affected. Globally there is evidence of increasing air and ocean temperatures, widespread melting of snow ice and rising sea levels (IPCC, 2007). Heat waves are becoming more frequent with fewer cold days, cold nights and frosts. Earlier spring events such as flowering, bird migrations and egg-laying have been observed as have changes in animal and plant distribution ranges. All these observations are examples of the natural system responses to a rapidly changing climate.

Apart from changes observed in natural systems, climate change is already having and will continue to have far reaching impacts on human livelihoods. As a result, policy and development plans must take cognizance of the implications of a changing climate and develop strategies for both mitigation and adaptation for a changing climate. Recent studies within South Africa which involve climate change modelling and associated projections all show conclusively that the symptoms of climate change in South Africa are likely to include:

- Higher temperatures
- Altered rainfall patterns
- More frequent or intense extreme weather events including heat-waves, droughts, storms and floods
- Rising sea levels

The implications of the above predicted weather and climatic changes will impact on the physical environment which will ultimately impact on the sustainability of human livelihoods. It is imperative that future planning initiatives and programmes take into consideration risks and impacts and limitations imposed by climate change, such as increased temperatures; changes in precipitation levels; increased storm events; tidal surges and sea-level rise; and consider adaptation measures.

The Department of Economic Development and Environmental Affairs commissioned a strategic planning study on climate change for the Eastern Cape Province (DEDEA, 2011).
The study showed that the Eastern Cape is expected to experience highest temperature increases towards the northwest interior, while lowest increases are likely along the coast. Associated with the higher temperature will be increases in evaporation rates and increased intensity of droughts.
The above climate changes could imply that O.R. Tambo District Municipality is faced with: More frequent and severe flooding as a result of higher intensity storm events and possibly more frequent hail events. This will and will impact on human settlements, infrastructure, human health and place a greater burden on particularly impoverished communities

Higher rainfall may increase agricultural production but water availability could become a limiting factor, requiring increased irrigation. Ground and surface water systems are vulnerable. In this regard small scale farming is likely to be most affected Heat waves may result in increased heat stress to plants, animals and humans and will increase associated fire risk placing livestock and grazing capacity under threat

Planning for Climate Change takes on two paradigms – climate change mitigation and climate change adaptation. Climate Change Mitigation involves those activities that assist in reducing the rate of change of the climate. This is a global responsibility and is aimed at limiting the generation of greenhouse gases. Climate Change Adaptation refers to those activities which we undertake in response to a changing climate. Further details on planning guidance to the O.R. Tambo District Municipality in relation to Climate Change Adaptation can be sourced from the O.R. Tambo District Municipality Spatial Development Framework.

Environmental Management
The post-2004 period has seen the Department of Economic Development; Environmental Affairs and Tourism introducing ways and means of accelerating service delivery through initiatives such as MSGF (Municipal Support Grant Fund); IMVABA (Co-operative Development Fund) as well as Environmental; Coastal and Waste Management etc. aimed at assisting Municipalities and communities. Despite these funding opportunities and policy instruments meant to accelerated economic growth in the country, and in the Eastern Cape Province, the O.R. Tambo Region has not benefited in terms of altering the structure of the economy as it is the second poorest Region in South Africa. The Department's existence is to facilitate economic growth and sound environmental management in partnership with public entities and other stakeholders. It also exists for Sustainable Environmental Management in terms of RSA Constitution Section 24 and schedules 4&5.

According to the Provincial Industrial Development Strategy (PIDS March 2012:2) in total, Amathole (37%) and NMBM (30.5%) account for more than half of formal employment in the Province. Employment in the manufacturing sector is also concentrated in the Metro (49.1%) and in Amathole district (40.9%). Employment in Agriculture is predominantly in Sarah Baartman (40.9%) and Amathole (20.4%). Employment in services sectors is concentrated in Amathole (38.2%) and in the Metro (29.1%). Though the Department has instruments and entities to address these disparities; access by rural Districts/communities such as O.R. TAMBO as reports from ECDC (2012:12) shows only three Co-operatives benefitted from the IMVABA fund compared to the two Metros; Sarah Baartman and Amathole Regions.

Of major concern for the Region is access and rendering of services to deep rural communities and Municipalities because of its vastness. Findings of a DEDEAT Report Research on Baseline Data on Job Creation (2012:213) states that continuing backlogs in economic opportunities; service delivery, particularly with regard to infrastructure, present a major bottleneck because of the absence as the foundation upon which many of the initiatives and interventions that are needed. Structural arrangement of the Department is not assisting either as it is not fully decentralized (operates at Provincial and Regional level only) making it therefore difficult for communities to access its opportunities to improve their lives in the Region in the Region.
The Research Report also cover an extensive range of topics that include funding strategies and mechanisms, how to ensure that co-operatives become effective vehicles for social and economic development among rural communities, and how to address issues of social pathology such as the erosion of work ethic among many rural communities.
Environmental Affairs has a programme that administers environmental policies that are cascaded from national level in line with the mandate of the Department. Importantly, it regulates environmental

management through instruments such as the environmental impact assessments, compliance and enforcement and biodiversity management tools. The key strategic objectives include; carbon reduction and green economy initiatives, emission reduction and securing the provincial conservation status

Some of the major challenges experienced in the district are highlighted below:-

- Poor waste management and un licensed disposal facilities at municipalities
- Illegal coastal developments threatening coastal ecosystem & tourism development, municipalities have no coastal management plans
- Alien invasive plants in Port St Johns threaten biodiversity conservation
- Water pollution from point and non-point sources particularly sewerage threatening aquatic ecosystem
- Environmental awareness needs attention
- Integration of environmental principles (National Environmental Management Act 107 of 1998 section 2) into municipal planning. The promotion of the 3rd leg of sustainable development (social, economic and environment).

Table 31: LIST OF NATURE SERVICES/ENVIRONMENTALLY SENSITIVE AREAS/PROTECTED AREAS

DISTRICT AREA/MUNICIPALITY	LOCATION	CHALLENGES	COMMENTS
Mkambati Nature reserve	Ilngquza Hill	Expansion	Managed by ECPTA
Silaka Nature reserve	Port St Johns	Land claim	Managed by ECPTA
Hluleka Nature reserve	Nyandeni	Land claim	Managed by ECPTA
Nduli/Luchaba Nature reserve	KSD	Threatened by surrounding community	Managed by ECPTA
Mhlontlo-Tsitsa nature reserve (not yet declared as a protected area)	Mhlontlo	Declaration by MEC and operations	Engagement with LM
Coastal public property 1000 m from high water mark of the sea & tidal river	Coastal areas from KSD to Ilngquza Hill LM	Illegal land use	DEDEAT is developing a coastal management program
Eastern Cape Biodiversity Conservation Plan	OR Tambo DM	SDF must integrate this plan	Plan was presented to the DM

Table 32: DEDEAT has conducted a number of studies, listed in the table below:-

Study Conducted	Objectives of the Study	Comments
Research on Baseline data on Incomes and Job Creation (2012)	to identify and profile sources of income in rural areas; to profile best practices; to identify short, mid- and long-term interventions to ensure poverty eradication in rural areas, and to identify potential risks associated with rural incomes.	Report available
Co-operatives Verification Baseline Study (2012)	To assess Co-operatives viability and other challenges for possible Intervention	Report available

Study Conducted	Objectives of the Study	Comments
Eastern Cape Economic Outlook and Review (2012)	To provide a single point of reference for the economic profile of the Eastern Cape, as well as a sound foundation to base Interventions.	Report Available
Provincial Industrial Development Strategy (2012)	Industrial strategy, as referred to in this document, refers to deliberate government efforts to alter the structure and distribution of industrial activity to promote economic growth and Development.	Report available
Eastern Cape Climate Change Response Strategy	To integrate climate change mitigation and adaptation strategies	The municipalities have to integrate into IDP
Coastal Management Program	Guide coastal development	Coastal municipalities to develop coastal management plans
Eastern Cape State of the Environment Report (SoER)	To table situation or condition of the natural environment asset	Each municipality must cover the state of environment in its situational analysis (as Natural Environment).
Eastern Cape Biodiversity Conservation Plan	Conservation of critical biodiversity area	Development projects and spatial planning to factor protection of such area

2.8 LAND USE AND HUMAN SETTLEMENT

2.8.1. Land Cover (Broad Land Use)

The land cover pattern is largely determined by topographical and climatic factors. However past political engineering; current tenure arrangements and population densities have impacted on the type of land cover. The Land Cover map illustrates a dominance of unimproved grassland (40,77%), cultivated: temporary - semi-commercial/subsistence dryland (19,98%) and degraded unimproved grassland (18,84%).

2.8.2. Settlement Pattern

OR Tambo DM has a predominantly rural landscape with a large proportion of people residing in tribal villages and traditional homes (See Table 33 below). The towns, located along the main access roads, function as service centres to the surrounding rural settlements. Mthatha is the regional urban centre of the district and is experience in-urban migration creating greater pressures on it infrastructure and facilities. The smaller service centres of Lusikisiki and Port St Johns have also experienced urban migration.

2.8.3 Land Claims/Land Restitution

The district has had significant challenges with land availability due to tenure and land claims issues.Land remains one of the most significant barriers to socio-economic development and it has its impact on the many catalytic projects planned for the district e.g. N2 Wild Coast, Wild Coast Special Economic Zone etc. There is a critical and urgent need to address the issues land ownership and availability, linked with the district wide spatial development plans, in order to unleash the economic potential of the district. ORTDM should initiate its own evidence based land data which will lead to a Land Summit.

NO.	Ref No.	Claimant Name	Property Description	Rural/Urban	Local Municipality
1	6/2/2/D/1002/0/0/4	Private Claim	Unspecified land	Rural	Nyandeni
2	6/2/2/D/1002/0/0/7	Private Claim	Mafini Location	Rural	Nyandeni
3	6/2/2/D/1002/0/0/8	Buthongweni Location	Erf 1-Ngqeleni commonage, Erf 2-Ngqeleni commonage, Erf 3- Ngqeleni commonage	Rural	Nyandeni
4	6/2/2/D/1006/0/0/5	Private Claim	Riverview Farm and Empembeni Farm	Rural	Port St Johns
5	6/2/2/D/1007/0/0/11	Private Claim	95/20D/3210	Rural	Mhlontlo
6	6/2/2/D/1007/0/0/5	Private Claim	Post Trading Site Loc. 7 Upper Culunca Bantu Trust	Rural	Mhlontlo
7	6/2/2/D/1007/0/0/6	Lower Kroza Community	Lower Kroza and Ecingweni Graveyard	Rural	Mhlontlo
8	6/2/2/D/1014/0/0/3	Gqogqora Community	Gqogqorra Forest, Tsolo Community	Rural	Mhlontlo
9	6/2/2/D/1014/0/0/4	Private Claim	Unspecified Tsolo District	Rural	Mhlontlo
10	6/2/2/D/1014/0/0/5	Private Claim	Gemfana Trading Site 75 Tsolo District	Rural	Mhlontlo
11	6/2/2/D/1014/0/0/7	Matholandile Community	Ncembu A/A Umnga Flats	Rural	Mhlontlo
12	6/2/2/D/1014/0/0/8	Xhokonxa Community	Tsolo Commonage Tsolo District	Rural	Mhlontlo
13	6/2/2/D/963/0/0/10	Zimbane Community	Zimbane A/A 912 912	Urban	King Sabatha Dalindyebo
14	6/2/2/D/963/0/0/11	Tabase Community	Upper TabaseLocation 5	Rural	King Sabatha Dalindyebo
15	6/2/2/D/963/0/0/12	Lalini Community	Lower Ncise A/A Lalini Location	Rural	King Sabatha Dalindyebo

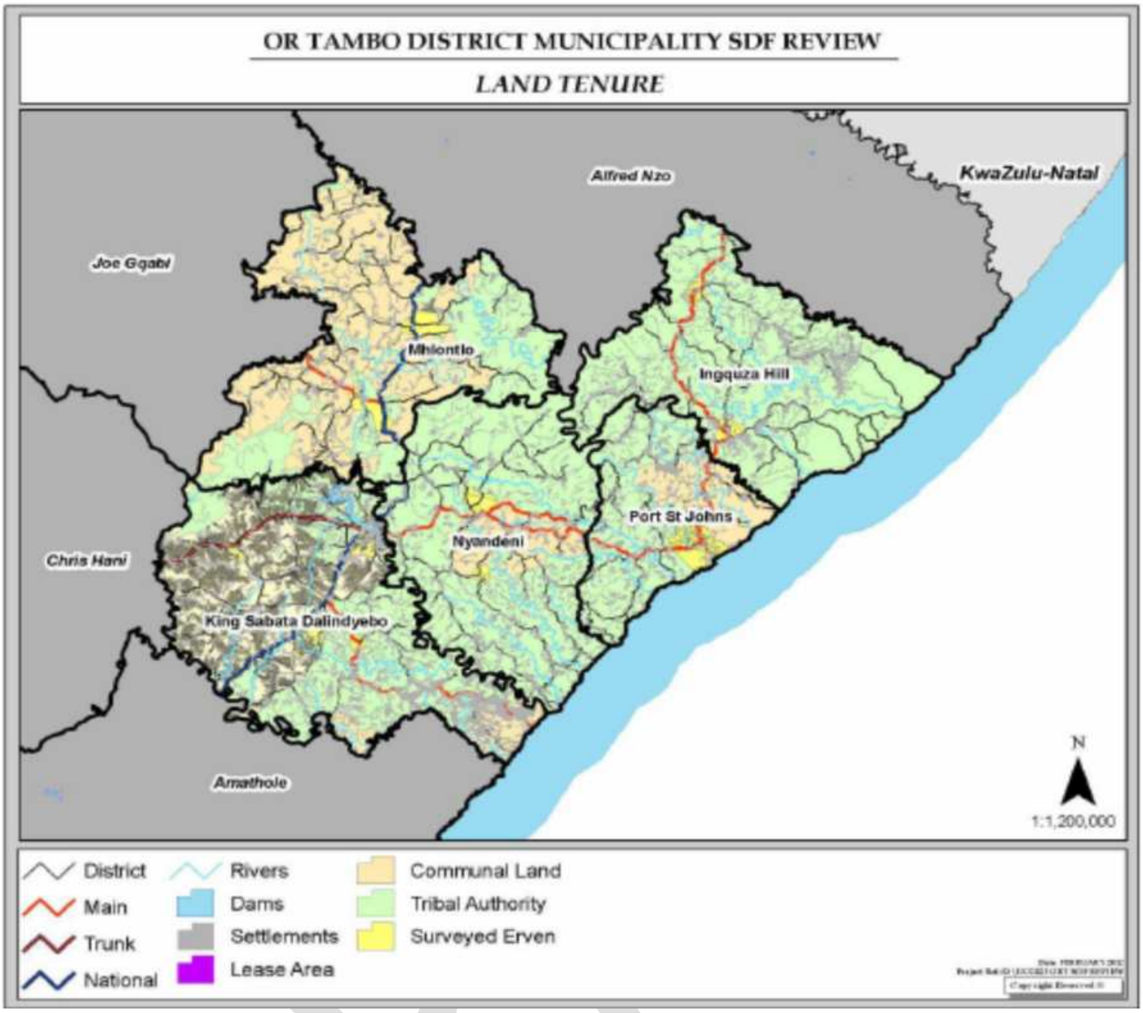
16	6/2/2/D/963/0/0/14	Baziya Community	Baziya Forest	Rural	King Sabatha Dalindyebo
17	6/2/2/D/963/0/0/15	Rosedale Community	Rosedale A/A	Rural	King Sabatha Dalindyebo
18	6/2/2/D/963/0/0/16	Qolweni Location	Qolweni Location	Rural	King Sabatha Dalindyebo
19	6/2/2/D/963/0/0/17	Kwalindile Community	Kwalindile Trust Farm	Rural	King Sabatha Dalindyebo
20	6/2/2/D/963/0/0/2	Upper Ncise Community	Upper Ncise Community	Rural	King Sabatha Dalindyebo
21	6/2/2/D/963/0/0/25	Ndoda Rwayi/ Highbury Community Claim	Farm 75	Rural	King Sabatha Dalindyebo
22	6/2/2/D/963/0/0/26	Private Claim	Arable land in Upper Qweqwe	Rural	King Sabatha Dalindyebo
23	6/2/2/D/963/0/0/3	Xwili Community	Geza Location, Gwegwe Location, Xwili A/A 21 590 Arable	Rural	King Sabatha Dalindyebo
24	6/2/2/D/963/0/0/5	Private Claim	Ncishe Location	Rural	King Sabatha Dalindyebo
25	6/2/2/D/963/0/0/6	Mpindweni Community	Mpindweni Community	Rural	King Sabatha Dalindyebo
26	6/2/2/D/963/0/0/7	Fairfield Community	Fairfield Trust	Rural	King Sabatha Dalindyebo
27	6/2/2/D/963/0/0/8	Mpeko Community	Mpeko Plantation, Mpeko Communal Wood Lot Trust	Rural	King Sabatha Dalindyebo
28	6/2/2/D/963/0/0/9	Bathembu Community	Various properties in Umtata	Rural	King Sabatha Dalindyebo
29	6/2/2/D/974/0/0/4	Private Claim	East Magquzu Hill	Rural	Ingquza Hill
30	6/2/2/D/974/0/0/5	Private Claim	35 Mlamla-Nkunzi 716	Rural	Ingquza Hill

31	6/2/2/D/986/0/0/2	Private Claim	Unspecified Property	Rural	Nyandeni
32	6/2/2/D/986/0/0/5	Private Claim	Nolokoza Village	Rural	Nyandeni
33	6/2/2/D/987/0/0/1	Private Claim	Mzintlava 66/23 Lusikisiki District	Rural	Ingquza Hill
34	6/2/2/D/987/0/0/13	Private Claim	Land situated at Nyosana no 22	Rural	Ingquza Hill
35	6/2/2/D/987/0/0/19	Nikwe Community	Nikhwe Area at Hombe	Rural	Ingquza Hill
36	6/2/2/D/987/0/0/20	Dubane Community	St. Andrews Mission, Lusikisiki District	Rural	Ingquza Hill
37	6/2/2/D/987/0/0/23	Taweni Community	Vlei No 5 (now Hospital)	Rural	Ingquza Hill
38	6/2/3/D/1006/2199/ 1887/2	Private Claim	Unspecified Erf Port St. Johns	Urban	Port St Johns
39	6/2/3/D/1006/2199/ 1887/3	Private Claim	478 Port St. Johns	Urban	Port St Johns
40	6/2/3/D/1006/2199/ 1887/4	Private Claim	2 portions in second beach 3.2 acres part of former Lloyds cottages-Port St. Johns	Urban	Port St Johns
41	6/2/3/D/1006/2199/ 1887/5	Private Claim	502 Second Beach Port St. Johns and 482 Second Beach Port St. Johns	Urban	Port St Johns
42	6/2/3/D/1006/2199/ 1887/7	Private Claim	Umngazana, Gomolo District, Port St. Johns District	Urban	Port St Johns

2.8.4. Land Ownership/Tenure

Land ownership in the O.R. Tambo vests in the following main structures: government owned, tribal authorities, and local municipalities. Government through the Department of Land Affairs is the main custodian of communal land. Legal forms of land tenure in the district include: freehold (mainly concentrated in the urban centres or townships, certain shops in rural areas, providing security to the owner), Permission to Occupy (mainly in the rural owners where there is no right of ownership), leasehold and grazing rights on commonage.

Map 10: Land Tenure



The District is situated in the Eastern Cape Province and covers some 80% of the area previously designated as the Transkei. Although it straddles the National Route N2 linking Durban to East London, the Garden Route and Cape Town, the O.R. Tambo DM may, in general terms, be said to be peripheral to the main (central) communication and transport routes linking the economic heart of South Africa, Gauteng, and the major centres of Durban, and Cape Town. This peripheral location is mirrored in the peripheral nature of the economy of the District, which is largely land-based (subsistence) and has been impacted upon negatively by historic practices of discrimination and marginalisation in colonial and apartheid times prior to 1994.

In June 2012, the O.R. Tambo DM Council adopted a reviewed Spatial Development Framework (SDF). This document was directed and overseen by Consulting Group Pty (Ltd). The SDF seeks to (1) guide the spatial distribution of current and future desirable land uses/activities within the municipality and (2) give physical effect to the vision, goals and objectives of the municipal IDP. In effect, the SDF represents a “picture” of where the municipality wishes to direct its efforts in facilitating development. As such, the primary purpose of the SDF is to guide all decisions of the municipality relating to the use, development and planning of land and, at the District level, should guide and inform:

- A hierarchy of settlements to illustrate the relative importance and purpose (function) of different places (towns and settlements);
- The identification of major movement routes;
- The identification of Special Development Areas for specific interventions either to facilitate and/or improve local economic development opportunities, or to address special instances of need; and
- The conservation of both natural and built environments.

In so doing, it is hoped that the SDF will become a useful tool whereby other role-players in different spheres of government, non-governmental agencies and the private sector would be better informed as to how best to direct their investment and development programme activities in the District to ensure greater coordination and impact in investment and spending. As such, the SDF attempts to ensure that public and private sector investment and activities are located in areas that can best:

- Promote economic generation potential;
- Maximise opportunities for the poor;
- Improve accessibility;
- Minimise the cost of physical expansion;
- Ensure that people are well located to opportunities and amenities; and
- Promote a sustainable environment.

In addition to the above general purpose, it is also the intention of an SDF to provide the basis to inform the development of a coherent land-use management system. As the SDF provides a broad framework for land use planning, it also includes Land Use Management Guidelines that are to be used to guide the municipality in the management of land and to facilitate the land management process. The SDF thereby further informs development decisions and attempts to strengthen the framework in an attempt to boost investor confidence to facilitate both public and private spending.

The SDF identifies a number of Nodes and Corridors in each of the LMs, which are listed in Table 35 below:

TABLE 35: NODES AND CORRIDORS AS IDENTIFIED IN THE SDF IN THE FIVE LMS IN THE O.R. TAMBO DISTRICT MUNICIPALITY

SPATIAL CONCEPT	TYPE	NAME/DESCRIPTION
KING SABATA DALINDYEBO LM		
NODES	Primary Nodes	Mthatha, Mqanduli
	Tourism nodes	Coffee Bay, Hole in the Wall
	Prioritised secondary nodes	Langeni Forest, Mvezo
	Other Secondary nodes	Viedgesville Qunu Gogozayo Kwaaiman Qokolwen Mthatha Dam Baziya Mpheko Mqhekezweni
ROUTES	Primary Route	The N2
	Secondary Route	Viedgiesville/Coffee Bay corridor link Mthatha and Mqanduli towns. Also serves as a tourism route linking with the node of Kwaaiman and Coffee Bay to the South East
	Tourism Corridor	Langeni / Ugie Route
PRIORITY AREAS	Urban Edge	The development and definition of the urban edge is proposed in order to minimize the chances of settlement sprawl of low density developments
	Urban Renewal Areas –	Mqanduli Town and Ngangelizwe.
		The urban renewal areas are those with a dire need for upgrading of infrastructure and services
	Corridors/Mobility Routes	The municipality in conjunction with the SANRAL should devise strategies to manage developments along the main corridors and national route
	Forestry Development	Langeni is the main forestry development area. Other small scale forestry development proposals should also be taken into consideration
	Tourism Development	Coffee Bay and Hole in the Wall serve as first order tourism nodes. Facilities and infrastructure needs to be improved.
		Mthatha Dam has also been identified for tourism development but needs improvement with accessibility.
	Commercial Node	A process of rationalisation involving planning and surveying will have to be undertaken in Viedgiesville

	Business and Commercial Development Zones	It is proposed that the municipality should develop more business zones outside the CBD in Mthatha
	Settlement Upgrading	Areas along the R62 are currently being upgraded are Mthatha West, Mandela Park, Slovo Park, Chris Hani.
	Agri tourism	Mvezo – Development of irrigation scheme and upgrading of infrastructure to promote the area for tourism development
PRIORITY ISSUES	Unmanaged Urbanisation, Land Use and Zoning, Livestock Management	
NYANDENI LM		
NODES	Primary Nodes	Libode and Ngqeleni.
	Transport Nodes	Ntlaza Junction and Canzibe
ROUTES	Primary Route	The N2
	Secondary Route	Existing R61 (from Mthatha to Port St Johns)
	Transport Corridor	Ngqeleni to the R61 junction
PRIORITY AREAS	Tourism Development	Tourism should be promoted and facilitated at Mthatha Mouth, Hluleka where there is also a nature reserve and at Ntlangano. In these three coastal areas, construction of hotels and any other forms of accommodation such as camping sites as well as any other tourist attractions should be encouraged
	Industrial Development	An area for manufacturing be established west of the Municipality along the N2 road and in the Caranafi Fields
	Service Centres	Spatial development should be facilitated and approved in three service centres of Marubeni in the north, Ntlaza junction in the centre and Canzibe in the south
MHLONTLO LM		
NODES	Urban Nodes	Tsolo and Qumbu
	Rural Nodes	Sulenkama; St Cuthberts; Caba; Shawbury; Langeni Forest;
	CRDP nodes	Gqunu, Ngxakoko, Goqwane, Mqobisi, Nombodledlana
	Tourism Nodes	Tina Falls; Tsitsa Falls, Mabheleni
ROUTES	Secondary Route	Upgrade access roads –Sulenkama, Tsitsa Falls, Mafusini, Bridge – Caba
PRIORITY AREAS	Tourism Development Areas	Mabheleni Dam, Tina Falls, Tsitsa Falls, Shawbury, Ntlangani Conservancy Area
	Agriculture Development Areas	Tsolo School of Agriculture will be revived and developed to provide training and skills development programmes for the identified agricultural cluster projects Conservation of prime agricultural land, involving the local Department of Agriculture to assist in the identification of land with potential for different types of agricultural production, for example, irrigation
	Forestry Development Areas	Nqadu, Langeni, Tsilitwa, Ngqukuqeni, Blackhill
PRIORITY ISSUES	Underutilised Land/Low Density development, Security of Tenure, Unmanaged Development, Urban and Rural Development Implementation of infrastructure and economic development projects Tourism Development, Forestry Development, Agriculture Development, Environmental Management	
PORT ST JOHNS LM		
NODES	Urban Node	The urban node comprises of the built up areas of the Port St Johns town
	Peri Urban Node	The Port St Johns Zoning Scheme Boundary forms the outer boundary of the Peri-Urban Node

	Administrative nodes	Ntombo Administrative Node, Ntafufu Administrative Node
	Service Nodes	Bambisani Services Node, Isilamela Services Node
	Coastal accommodation nodes	The Singwanana, Mngazan, Mngazi River Mouth, Mntafufu River Mouth and Mauteku
ROUTES	Primary Route	The main spine which connects Port St Johns to Mthatha and Lusikisiki is the R61 Trunk Road. This route also provides access to the Tombo and Ntafufu Administrative Nodes
	Secondary Route	The lower order spines District Roads, need to be upgraded in order to improve the accessibility to the Services, and coastal Accommodation Nodes. These roads areas: DR 08307 – R61 to Mngazi River Mouth DR 08029 – Tombo to Isilamela & Singwanana DR 08029 – Tombo to Mngazana DR 08151 – R61 to Manteku River Mouth DR 08152 – R61 to Ntafufu River Mouth DR 08158 – Lusikisiki to Bambisana Mission
SPECIAL DEVELOP-MENT ZONES	The Coastal Zone including the Special Development Area	A special development area zone or low impact eco-tourism zone should be maintained for the remaining strip of coastline not earmarked for nodal development. Spatial development areas are areas where only low intensity environmentally and culturally sensitive development aimed primarily at eco-tourism should occur.
	Urban Area	Port St Johns
	The River Valley Zone	This area is classified as the lower lying land portions adjacent to the six rivers traversing the study area. The most prominent of these river reen areas is the Umzimvubu lovial flood plain traversing the entire study area
	The High-lying Hinterland	This area is classified as the higherlying areas to the north of the riverine valleys. The terrain is characterised by very steep valleys and undulating landscape with portions of flatter plateaux located in the northern portion of the study area
IINGQUZA HILL LM		
NODES	Primary Nodes (1st Order)	Flagstaff and Lusikisiki.
	Tourism nodes	IIngquza Hill; Qaukeni Great Place; The Whole Coastal Area; Mkhambathi; Magwa Falls
	Coastal Nodes (2nd Order)	Mbotyi; Msikaba
	Rural Service Centres	Holy Cross; Bukase
ROUTES	Existing Mobility Route	Trunk Road connecting Lusikisiki to Flagstaff
		District Road connecting Flagstaff to Holy Cross to Mthontsasa to Msikaba; District Road from Lusikisiki to Qaukeni to Holy Cross to Mbizana; District Road from Mbotyi to Lusikisiki
	Proposed Mobility Routes	N2 Toll Road from Lusikisiki to Mbizana to KZN
PRIORITY ISSUES	Coastal Area	The Coastal Area includes the land above the coast from Mtentu to the Mzintlava Rivers and includes the Coastal Area of Mbotyi and Msikaba
	Rural Settlement Area	Rural settlements are dominant in the area and in need of access to basic levels of services and development opportunities

2.9 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

"Good Governance and Public Participation" is one of the five Local Government Key performance areas (KPAs) and is mainly about ensuring that the Municipality is able to execute its constitutional mandate and is guided by accountability, fairness and transparency; and ensures public involvement in the affairs of the municipality. At least ten focal areas have been identified as crucial when planning and focusing on ensuring and improving good governance and public participation in O.R. Tambo DM. These are the following:

- Functioning of council and council structures/ committees;
- Traditional leadership/ Councils as institutions in Local Government;
- Public participation (focusing on Communities and community structures, ward committees, Community Development workers, various organs of civil society);
- Functioning of Intergovernmental Relations;
- Monitoring, reporting, and evaluation;
- Communication, branding and marketing;
- Auditing;
- Risk Management;
- Anti-fraud and anti-corruption; and
- Legal Services.

An analysis of Strengths, Weaknesses, Opportunities and Threats of the District was done with regards to this KPA, and to (1) better understand the stakeholders and (2) identify challenges and improvement areas going forward, whilst appreciating the strengths and opportunities in place (see Figure 29 below).

FIGURE 29: SWOT-ANALYSIS REGARDING THE GOOD GOVERNANCE AND PUBLIC PARTICIPATION-KPA

• **STRENGTHS** • Water Services Joint Task Team for IGR • Internal audit support to PSJ, Ingquza Hill, and Mhlontlo • Policy crafting and review • Functional Section 79 Committees • Compliance reporting	• **WEAKNESSES** • Communication • IGR coordination • Limited internal audit capacity • IDP planning and review • Resolution tracking • Active Ward Committees • Inconsistent support to LMs
• **OPPORTUNITIES** • Municipal Public Accounts Committee • Developing Ward committees and the WBPIS • Monitoring and Evaluation • Leveraging PMS as a tool for Council Oversight of service delivery performance • Involvement of traditional leaders	• **THREATS** • No measurable improvement in service delivery • LMs withdraw from engaging District • Poor risk management • Corruption and fraud • Political infighting and stalemates • Failure to address flagged issues

2.9.1 Functioning of Council and Council Structures

In terms of Section 12 Notice, O.R. Tambo District Municipality is a category C municipality which consists of 59 Councillors. Councillors are composed as set out in Tables 36 to 38 below. Structurally, the O.R Tambo District Municipality is an Executive Mayoral type, constituted of political and administrative structures. There are 59 Councillors in Council after the 2016 LG Elections

DESCRIPTION	NO. OF COUNCILLORS
Full time Councillors	17
Part time Councillors	42
Directly elected Councillors	24
Indirectly elected Councillors	35
Females	36
Males	23

Councillors per LM post 2016 LGE

MUNICIPALITY	NO. OF COUNCILLORS
King Sabata Dalindyebo	12
Nyandeni	7
Port St Johns	4
Ingquza Hill	7
Mhlontlo	5

The O.R. Tambo District Municipality implements a Seperation of Powers Model. This Governance Model separates the Legislature from the Executive and is used as a mechanism for oversight and scrutiny at a municipal level. The establishment of Council as a “Local Council”, performing the function of a legislative assembly, has been critical for the successful implementation of this model, utilising its ability as the ultimate authority to hold the Executive and the Administration to account.

The Legislature

The core mandate of the Legislative Arm of Council is focused on five themes:

- Accountability, Oversight and Scrutiny;
- Strengthen capacity of the Legislative Arm of Council;
- Public Participation to safeguard local democratic processes;
- Monitoring and Evaluation; and
- Sound Financial Management.

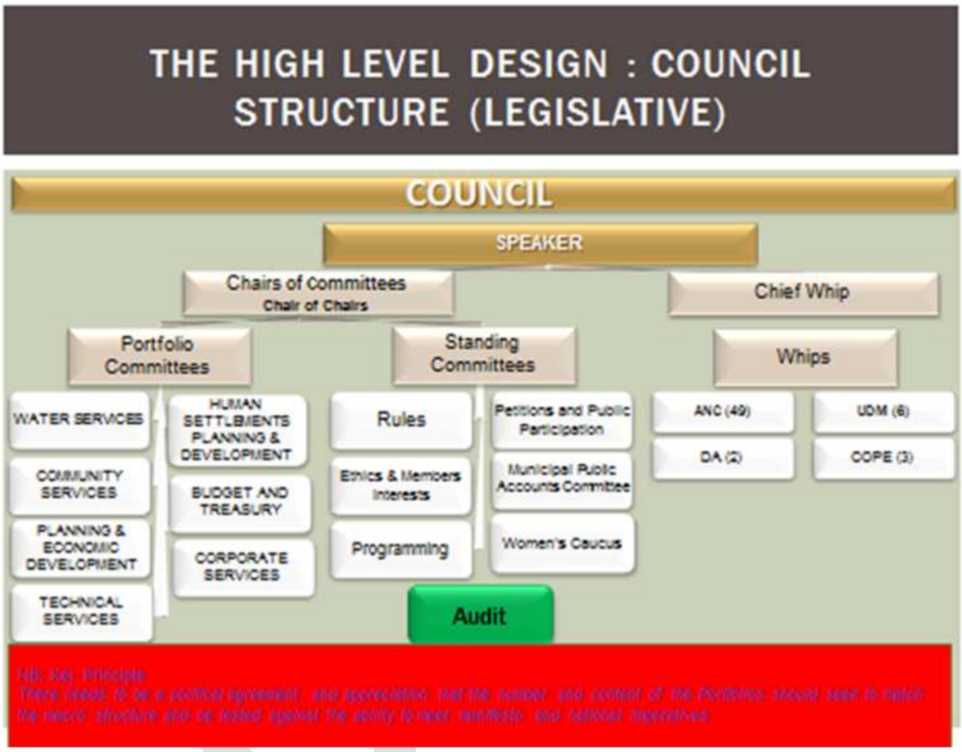
Legislative functions also include the approval of by-laws, policies, budgets, the Integrated Development Plan, tariffs, rates and service charges. Council further considers reports received from

the Executive Mayor, focuses on public participation related to Council matters through discussions, stimulates debate in multi-party portfolio committees, and ensures community and stakeholder participation as well as playing an oversight role on the Executive.

The Speaker is the Political Head of the Legislative Arm of Council and plays a coordination and management role in relation to the Section 79 Standing Committees. Other responsibilities of the Speaker, as legislated, include:

- Presiding at meetings of the Council;
- Performing the duties and exercising the powers delegated to the Speaker;
- Ensuring that the Council meets at least quarterly;
- Maintaining order during meetings;
- Ensuring compliance with the Code of Conduct by Councillors; and
- Ensuring that Council meetings are conducted in accordance with the rules and orders of the Council.

2.9. 2 Governance Model
Figure 30: Governance Model



Separation of Powers and Municipal Oversight Model
On 6 September 2013, the Council of O.R. Tambo DM took a decision that the municipality should implement Separation of Powers. The decision came after the municipality was identified by the Province to be a pilot on the separation of powers model. The driving force behind this decision was to enhance accountability and eventually improve service delivery.

The Council adopted the guiding instruments for the smooth implementation of the SoP Model in 2014; namely:

- Amended Council Standing Orders
- Terms of Reference for S79 Standing & Portfolio Committees
- Roles & Responsibilities Framework as per the SoP model
- Restructuring of Council Committees

Chairpersons of Section 79 Portfolio Committees

Section 79 Portfolio Committees perform an oversight role by monitoring the delivery and outputs of the Executive. These committees do not have any delegated decision-making powers. Functions include:

- Reviewing, monitoring and evaluating departmental policies;
- Reviewing and monitoring of district plans and budgets;
- Considering quarterly and annual departmental reports;
- Examining the links between the strategy, plans and budgets of the District; and
- Holding the political Executive accountable for performance against policies and City priorities.

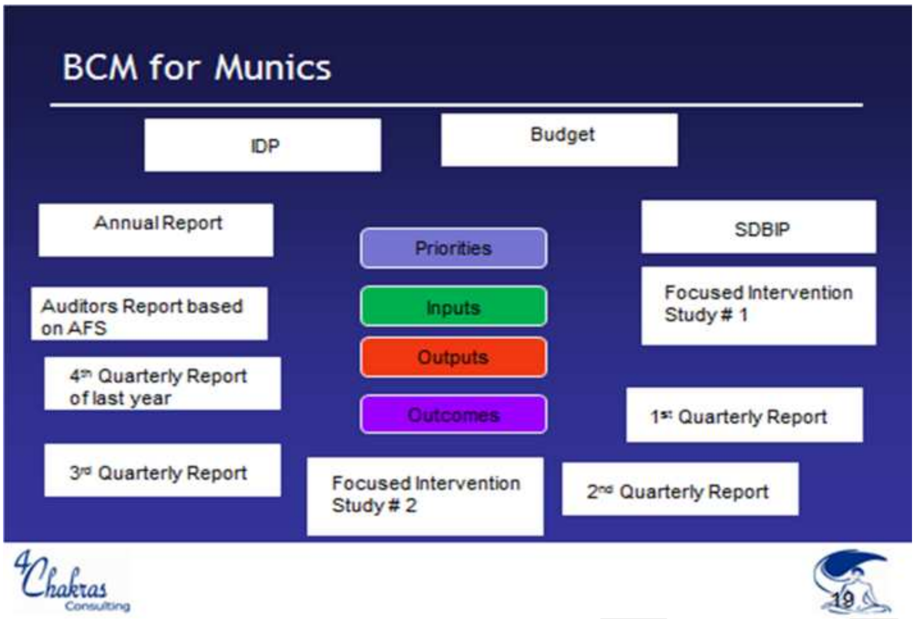
The Council of O.R. Tambo District Municipality restructured the Sect 79 Committees as follows:

SECTION 79 STANDING COMMITTEE	SECTION 79 OVERSIGHT PORTFOLIO COMMITTEES
1. Rules Committee	1. Special Programmes & Social Services
2. Programming Committee	2. Planning, Research & IGR Chairperson
3. Chairperson's Committee	3. Human Settlement & Disaster Management Committee
4. Municipal Public Accounts Committee (MPAC)	4. Community Services Portfolio Committee
5. Ethics and Members Interest Committee	5. Corporate Services
6. Multiparty Women's Caucus	6. Infrastructure & Tech Services
7. Petitions and Public Participation Committee	7. Budget, Treasury and Internal Audit
	8. Rural & Economic Dev. Committee

Municipal Oversight Model (MOM)

The Municipal Oversight Model (MoM) was adopted by Council on 30th September 2015 to strengthen the oversight role played by Section 79 Portfolio Committees. This was introduced as an Oversight Model to be used in support of Separation of Powers. The MoM consists of the Oversight Cycle and Oversight Tool used by committees to conduct oversight on the compliance reports tabled to the council in line with each department's SDBIP and Budget expenditure. S79 Portfolio Committees invite the MMC's to account on reported performance and budget expenditure. S79 Portfolio Committees conduct project verification on the reported performance and budget expenditure and report to council as per the MoM cycle. The MMC's are made to account for any deviations discovered between the reported performance, actual expenditure and actual work executed. Furthermore, S79 Portfolio Committees conduct Focused Intervention Study on areas that have direct impact on the service delivery issues and accountability.

The MOM is designed to scrutinize the following reports:
Annual Reports; Quarterly Reports; the Budget; and Focused Intervention Studies (FIS) as per the following tool:



2.9.3 Political Management Committee

The municipality of O.R. Tambo District Municipality aims at ensuring that the political structures within Council operate in harmony in order to fast track and enhance the process of service delivery and making the local government work. This includes striving for the effective and efficient political management of the Council through Multi-party Whippery System that enhances cohesion and consensus among all political parties in the Council. The municipality also aims to provide adequate information to Councilors and political parties in Council to enhance their capacity to influence meaningful decision-making.

Council took a resolution to have a full time Chief Whip and thus institutionalized the Office of the Chief Whip. Council Chief Whip performs duties as stated in the Council's delegated authority and as such Council adopted a policy on the functioning of the Office of the Chief Whip.
The Office of the Council Chief Whip established a political committee called Troika constituted by the Executive Mayor, Speaker and Council Chief Whip. This committee is coordinated and chaired by the Council Chief Whip and can when deemed necessary the Municipal Manager is also invited to the meeting. This committee provides strategic leadership for the district municipality to be able to effectively utilize the limited resources to achieve its objectives. The main function of this committee is that of ensuring political stability in the institution.

2.9.4 Whippery Support

Council took a resolution to have a full time Chief Whip and institutionalization of the Office of the Chief Whip. Council Chief Whip performs duties as stated in the Council's delegated authority. The Council Chief Whip meets quarterly with Chief Whips from all five LMs to conduct an audit of service delivery. All whips are also expected to present written reports on service delivery challenges, programs and projects taking place, achievements and any other issue that may impede service delivery. A policy on the functionality of the Office of the Chief Whip has been developed and adopted by Council.

Challenges on the functioning of council and council structures

The following challenges on the functioning of council and council structures have been identified:

- Capacity gap on the new councillors into oversight responsibilities / particularly council committees
- Role definition between the executive and legislative committees of council
- Remuneration of political office bearers
- Poor administrative support provided for council structures to exercise oversight responsibilities
- No framework guiding location and provision of administrative support for traditional leadership in council
- Political instability may hamper proper functioning of councils

- Lack of clarity on the role of whippery in municipalities

2.9.5 Public Participation

Public participation is rooted in the Constitution of the Republic of South Africa, which grants all citizens a right to meaningful participation in the country's affairs, and as such a right to shape and determine their own destiny. Local government has been entrusted with the responsibility of ensuring involvement of communities, and community (civic) organisations in local government affairs. Outcome No.9 of 12 National Objectives refers to "A RESPONSIVE ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM"**.** Emphasis will be on Output No. 5 whose aim is to **"**Deepen democracy through a refined Ward Committee Model". The municipality of O.R. Tambo District will therefore structure and co-ordinate participation of communities in all municipal programs. It will also support functionality of ward committees and CDWs in all local municipalities.

During 2012/13 financial year the O R Tambo District Municipality called upon all her citizens to exercise their right to actively participate in the municipality's affairs to the fullest of their abilities, endowments and human dignity. The objectives of this approach to public participation are as follows:

- To create and strengthen the appropriate community structures required for local governance;
- To establish an appropriate institutional mechanism to ensure the sustainability of such end-user groups and civil society structures;
- To capacitate members of the community structures, relevant end-user groups, councillors and officials to be effectively involved in community participation;
- To build the internal capacity within Council to roll-out the training Programme to all community structures; and
- To provide support to officials within the DM to ensure implementation of the new way of doing business.

The White Paper on Local Government, 1998, puts forward the vision of "Developmental Local Government", which it defines as: *"Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve their quality of lives."*

The vehicle and system for involving the public is given more emphasis in Section 16 of the Municipal Systems Act, 2000, which requires of municipalities to (1) develop a culture of community participation and (2) create enabling and supporting mechanisms, processes and procedures. These mechanisms must involve communities in planning, performance management, budgeting, and service delivery. Municipalities are also required to build the capacity of the local community to participate, as well as the capacity of Councillors and staff to foster community participation. A Public Participation Policy and Public Participation Strategy have been developed and adopted by Council to ensure that communities that are within the area of jurisdiction of O.R. Tambo District Municipality do participate in the policy formulation and implementation processes. The O.R. Tambo District Municipality Strategy is also meant to support and translate into reality the vision, mission and objectives of the municipality.

Participation in IDP and Budget Processes

Before the IDP and Budget are approved by Council, Roadshows are conducted in each municipality to get inputs from the communities. When the IDP is developed, community members participate through the IDP Representative Forum.

Ward Committees

Ward Committees are committees established in terms of Section 73 of Local Government: Municipal Structures Act, Act No. 117 of 1998, and they are also referred to as Section 73 Committees. Currently, there are 146 wards throughout O.R. Tambo District Municipality:

KSD	: 36 wards (360 ward committee members)
Mhlontlo	: 26 wards (260 ward committee members)
Nyandeni	: 32 wards (320 ward committee members)
Port St. Johns	: 20 wards (200 ward committee members)
IIngquza Hill	: 32 wards (320 ward committee members)

Those with fully established committees have been taken through some training in an attempt to orientate them to local government processes.

Community Development Workers
All five local municipalities under O.R. Tambo District Municipality have Community Development Workers who are working with other community structures in ensuring that services are delivered to the people. The CDWs are allocated as follows:

- Mhlontlo LM : 23CDWs
- Nyandeni LM : 21 CDWs
- Port St. Johns LM : 10 CDWs
- KSD LM 25 CDWs
- Ingquza Hill LM 23 CDWs

The intention was to ensure that each and every ward has a Community Development Worker but due to limited resources and other logistics there are wards that still have no CDWs but are being serviced by other CDWs with the coordination of a local coordinator.

Support to Local Municipalities
All Local Municipalities were encouraged to establish oversight committees and were provided with Terms of Reference for such committees. This was discussed and agreed upon at the level of District Speakers Forum, which is the platform coordinated by the Speaker of the DM for all Speakers from the LMs in the District. The support given to the LMs also include (1) the CDW programmes; (2) establishment and capacitation of the Municipal Public Accounts Committee; (3) establishment and capacitation of Oversight Committee members; (4) Policy development; and (5) compilation of Council documents.
In addition to the above, a Public Participation Officer has been attached to each local municipality to provide hands on support to Ward Committees and Public Participation related activities.

Council Meetings
There is a Council approved Council Calendar that regulates the sitting of Council meetings and Council Committee meetings. The Office of the Speaker has fully complied regarding the sitting of Council meetings. Since the Council of O.R. Tambo District Municipality adopted the Separation of Powers Model and Municipal Oversight Model, the sittings of Council meetings are in line with the Municipal Oversight Model. In addition to the compliance report, the Council sits on a quarterly basis for the tabling and adoption of Oversight Reports from Section 79 Committees for each department.

District Speakers' Forum
The District Speaker's Forum is an IGR structure whose objectives include (1) the building of common understanding from shared experiences; (2) coordination of work in areas of common interest; and (3) the development and management of municipal programmes between the LMs and the DM. The O.R. TAMBO DISTRICT MUNICIPALITY has the responsibility of coordinating its LMs in a structured manner for information sharing purposes. The Office of the Speaker has a responsibility of hosting one District Speaker's Forum per quarter.

Commitment to Community Participation
The O.R. TAMBO DISTRICT MUNICIPALITY endeavours to ensure that communities are central to the development of IDPs and that they are aware of their role in local government. To this effect, for every financial year, a number of outreach programmes to the five LMs were held by both the Office of the Executive Mayor and the Office of the Speaker.

Challenges to Public Participation
Despite its benefits and successes, there are also challenges associated with public participation. These are as follows:

- Non-sitting of Ward General Meetings;
- Inconsistency in convening ward Committee Meetings and submission of reports to Offices of Municipal Speakers;
- Limited resources for building the capacity of Organs of Civil Society;
- Policy on Participation of Traditional Leaders Participating in Council not yet adopted by Council;
- Dysfunctional District Moral Regeneration Movement (MRM) Structures; and

- Lack of feedback to Petitions lodged by communities and community organizations to the municipality;
- Public Participation Policy and Strategy not fully implemented;

2.9.6 Petitions and Complaints Management

In the past, there was no system in place for the management of the complaints and petitions in the municipality. The Municipal Council has developed and adopted a policy which seeks to regulate (1) the manner in which community members and stakeholders lodge their complaints/petitions, and (2) how the municipality handles such complaints/petitions. This policy also seeks to encourage community members and stakeholders to exercise their constitutional right as per Section 17 of our Constitution. This policy was adopted by council in March 2013.

Over and above the Community Complaints and Petitions Handling Policy, the District also has dedicated personnel who deal with the complaints and related matters received from the Presidential Hotline. This function is currently facilitated through the Office of the Municipal Manager.

2.9.7 Traditional Leadership and Councils

The The O.R. Tambo District Municipality will endeavor to strengthen council structures responsible for oversight role. This will enable accountability and transparency of Council to the community by ensuring sitting of council structures as per legislation. The municipality will ensure provision of support to council role players for effective and qualitative participation in local government processes. The municipality also aims at developing a uniform approach on the participation and support of traditional leaders in council.

Traditional leadership and Traditional councils have been identified as an exclusively critical stakeholder in Local Government and as such, relations between these institutions and the municipalities present huge opportunities for fast-tracking service delivery. The key issue identified is that the relations with traditional leadership are currently unstructured/ adhoc, not formalised. Apart from meetings of Traditional Leaders with the Executive Mayor and the IDP Roadshows, the only platform where they could participate in the IDP processes was through the IDP Representative Forum. This hampered the planning and speed of service delivery and reduction of service delivery backlogs as the attendance to these meetings was not good. During this term of council, twelve (12) Traditional Leaders are participating in the Council O.R. Tambo District Municipality, with the view to accelerate service delivery.

2.9.8 Social Cohesion

The Office of the Executive Mayor, together with the Community Services Department, is implementing a number of programmes and activities aimed at promoting social cohesion in the communities of the District. These include moral regeneration programmes, e.g. (1) participation in the *Inkciyo* initiative; (2) sports, arts and cultural activities; and (3) support to various community organisations and cooperatives.

2.9.9 Intergovernmental Relations (IGR)

The role of the District Intergovernmental Forum is to serve as a Consultative Forum for the District Municipality, the five Local Municipalities, the EC Provincial Government, National Government and State-Owned Enterprises to discuss and consult each other on matters of mutual interest, including:

- Draft National and Provincial policy and legislation relating to matters affecting Local Government interests in the District.
- The implementation of National and Provincial policy and legislation with respect to such matters in the District;
- Matters arising in the Premier Intergovernmental Forum, or MUNIMEC that affect the District;
- Mutual support in terms of Section 88 of the Local Government: Municipal Structures Act, 1998 (Act no. 117 of 1998);
- The provision of services in the District;
- Planning and development in the District;
- The coordination and alignment of the Strategic and performance plans and priorities, objectives and strategies of the Municipalities in the District;
- Submission and coordination of allocation of resources to MTRF budget; and

- Any other matter of strategic importance which affect the interest of the Municipalities in the District.

The functioning of the Intergovernmental Relations Forum in the District is improving – particularly the various Sector forums, including those linked to the IDP. Some of the outcomes of this improved IGR-functioning in the District have been:

- The drafting of the Five Year Sector Strategies which form the basis of this document;
- Outlining what the district wide priorities as adopted by all the LMs should be;
- The preparation of the Local Government Turnaround Strategy; and
- The review of the District IGR policy framework
- The launch of the District IGR as well as IGR roadshows that were conducted district wide.

The Social Needs cluster has a huge number of IGR Structures that duplicate each other and as such it needs to align with the IGR Policy where IGR Structures are outlined and all other forums serve as substructures that feed to the Social Services Forum and Stratey and Security Forum to avoid duplication of forums.

Whilst much good as been achieved and while there is now an IGR Framework in place, (1) it needs to be reviewed and (2) an IGR Policy developed. All the IGR structures that are in place in the O.R Tambo DM are provided in Table 39 below:

Table 39: IGR Structures in the District

IGR STRUCTURE	NATURE (POLITICAL/TECHNICAL)	REQUIRED FREQUENCY OF MEETINGS	FUNCTIONALITY
District Mayor's Forum	Political – chaired by the Executive Mayor	Once per semester	Functional, with consistent attendance by most Mayors from the LMs
IGR FORUM ALIGNED TO ALL LG KPA AND IGR POLICY	Political and Technical	Quarterly	They are functional
Municipal Manager's forum	Technical – chaired by the Municipal Manager of the DM	Quarterly	Functional and all lms are participating.
District Communicators forum	Technical – chaired by the DM manager for communications unit	Monthly	Functional and active
Local Communicator's forum	Technical – chaired by the LM heads of communications	Monthly	Functional in some LMs
District Speaker's Forum	Political – chaired by the Speaker	Once per quarter	Functional.
District Whippery Forum	Political – chaired by the Council Chief Whip	Once per quarter	Functional.
KSD Presidential Intervention	Political – chaired by the Premier	Bi-Monthly	Functional and constitutes of all sector departments
District IDP Coordinators Forum	Technical	Monthly	Functional.

Table 40: Existing twinning arrangements and MOA/MOU

TWINING ARRANGEMNT/ MOA/ MOU	AFFECTED INSTITUTIONS	PURPOSE	LEADING DEPARTMENT
Water Services Function	Amatola & Umgeni Water Boards	Improvement of Water Services function	Water Services
Development of Water master Plans	DWA & Water-Boards	Development of Sustainable and reliable water resource (development of water master plans)	Infrastructure Cluster
Study Assistance	Patrice Motsepe and OR TDM	Bursary Fund to need students	SPU
	Anglo-Ashante and O.R. TAMBO DISTRICT MUNICIPALITY	Study Assistance	
Health Services	City of Italy and O.R. TAMBO DISTRICT MUNICIPALITY	Supporting Clinics across the District.	EMS
Acceleration of sanitation backlogs	National Department of Human Settlements	Reduction of backlogs through Accelerate of the delivery of Sanitation	Technical Services

Support to Local Municipalities

The various departments in the O.R. TAMBO DISTRICT MUNICIPALITY are implementing a number of programmes in support to the five LMs. The major challenge is that there is no system in place to centrally coordinate the LM support programme, and as such these are not monitored. The DM also has limited capacity to ensure central coordination of LM support, mainly due to its small staff component. Table 41 below indicates the various LM support programmes implemented by the various departments in the DM:

Table 41: LM Support Programmes

Name of Departme nt	Nature of Support	Beneficiary Municipaliti es	Key Milestones/Achiev ement to Date	Challenges
Office of the Executive Mayor	Local AIDS Council	All LMs	Seven Local AIDS Councils have been established	Inconsistence in the attendance of meetings by the members
	Ward AIDS forums	All LMs	Thirty two Wards Forums have been established	Unavailability of stipend for the members is a hindering effect in the maximum participation of members
	NGOs/Faith Based and Community based Organisations	All LMs	Community based organisations doing home based care program were given home based care kits.(Faith based organisation : Mthatha)	Funds not enough to provide required support.
	Support groups	HIV positive people in all LMs	162 support groups were supported	Low socio economic status for people living with HIV virus is hindering effect to their maximum participation as most of

				them depend on conditional grant.
	Community health care centres	Terminal ill and neglected patients in Ntabankulua nd KSD LMs	Ixabiso lomntu community care centre –Ntabankulu and Temba community based care –Mthatha were given financial support	R120 000, which was given to both centres proved not be enough to address their challenges.
	Non medical HIV Counselling & testing sites	All LMs	25 Non medical HIV counselling & testing sites were supported	Funds not enough to cater for the stipend of retired professional nurses and Lay Counsellors.
	High Transmission Area sites	KSD, Mhlontlo, Nyandeni and Port St. Johns	Five High transmission area sites were supported (Mthatha Shell Ultra City, Tsolo junction, Mbizana, Ngqeleni and Port St. Johns second beach.	NONE
	Health facilities	All LMs	Professional nurses for communicable diseases were trained for different health facilities.	Mostly on completion of the training, professional nurses become marketable or promoted. Meaning that HIV/AIDS unit had to train new nurses.
	Nurses schools	Mhlontlo and Nyandeni LM	150 young people identified in needy homes were enrolled as in Enrolled nurses and enrolled assistance programs in an attempt to address the shortage of health care workers, unemployment and shortage of skills in the District. 75 young people completed Enrolled nurses assistance program and they are placed in different health facilities.	Lack of infrastructure in these nursing schools limits the annual intake of new student nurses.
	Places of safety	Palmerton – IIngquza Hill , Siyakhana ; IIngquza Hill & KSD LM	85 vulnerable children and 15 abducted girls were placed in Palmerton child care centre and in nearby Junior and High school to continue	Shortage of funds has a negative impact in the operations of the centre.

			with their education.	
	Orphans and vulnerable children	All LMs	All identified needy children were placed in different schools and tertiary institutions to continue with their education.	Lack of integration of programs has serious impact in expanding the program due to the fact that, the District has to pay for the fees, stationery and uniform whereas they are supposed to be exempted.
	Cooperatives for the vulnerable groups	Zalu Hill: IIngquza Hill , Baziya, Mthatha: KSD, Gxulu: Nyandeni, Hormies furniture: KSD LM Xhwili A/A:KSD LM	Two women sewing projects in Zalu Hill and Gxulu are currently functioning. Baziya Poultry project for young women is functioning well, Hormies carpentry for young men is operational , Eastern cape magazine for a young woman in Xhwili A/A is operational, Project for carpentry Arts and craft for people with Disabilities in Flagstaff : IIngquza Hill is operational	NONE
	Students finance Program	All LMs	104 tertiary students are currently benefiting from the program; 26 have completed their degree	Funds are not enough to cover needy students.
Legislative Services	Support on the Establishment of MPAC and Oversight Committees; Development of Public participation Policy, Public Participation Strategy and Ward Committee Guidelines; Compilation of Council Documents, Council Minutes and Resolutions register	All LMs	All LMs have been work-shopped on MPAC Terms of Reference; All local municipalities have been encouraged to participate in the Speakers and Traditional Leaders Summit	Inconsistence in attending meetings convened by the DM.

Internal Audit	Provide internal audit support to local municipalities on a shared service arrangement.	Port St Johns and Mhlontlo LMs	There has been improvement in audit outcomes with Port St Johns LM obtaining an unqualified audit opinion in the 2009/2010 financial year.	The existing capacity in the district is inadequate to fully service the LMs. Past audit issues are not addressed on time resulting in recurring audit issues.
Office of the Municipal Manager	Coordination of development of IDP and PMS	All LMS	Development of Framework and process plans for both IDP and PMS	Limited capacity (staff complement), some LMs do not dedicated personnel for IDP and PMS
Legal Services	Legal , consultative and sharing of personnel for legal support	Mhlontlo, Nyandeni, IIngquza Hill KSD and Port St Johns LMs	Successfully defended cases for the municipalities' .Shared skills and legal manual.	Structures do not provide for adequate legal staff, too many litigations and less funding. Less opportunities for meetings
Human Resources	Support for job evaluation , Consultative	Mhlontlo, Nyandeni, IIngquza Hill, KSD and Port St Johns LMs	Job evaluation finalized and implemented in some LMs and in other still in process	Formulation of policies, No uniformity of systems, lack of skilled personnel.
ICTM	Consultation,	Mhlontlo, Nyandeni, IIngquza Hill, KSD and Port St Johns LMs	Three policies have been approved which are: ICT Steering Comm, ICT Policy and Security.	Formulation of policies, No uniformity of systems, lack of skilled personnel.
Rural Planning and Economic developm ent	Planning	Mhlontlo LM Mhlontlo Ward 2 & 13 Port St Johns LM Ward 11	Tsolo Junction SDF being developed. Community Based plans developed.	C
Communit y and Social Services	Capacity building and training	All LMs	Training of community members on Tourism Arts & Craft, Business skills, Poultry management & disease management. Public transport operators trained on conflict management, Customer care & financial management.	
Infrastruct ure Cluster	Engineering Support	All LMs	Development of standard tender document that complies with CIDB regulations. Purchase of Design	Not Applicable

			Soft Water for Nyandeni LM. Training on General Conditions of Contract in 2010.	

Challenges Identified in IGR

Despite the many successes, there are still many challenges, with the following having been noted:

- *Ad hoc* IGR coordination at local municipalities level;
- Need to improve on planning and coordination of events/ IGR activities between DM and LMs;
- Lack of Human Resources to coordinate this function.

2.9.10 Integrated Service Delivery Planning, Implementation, Monitoring, Reporting and Evaluation

This focal area is mainly about ensuring credible processes for service delivery planning, implementation monitoring, reporting and evaluation. It is about ensuring alignment of service delivery plans and programmes between National, Provincial Government sector departments and municipalities. It also focuses on the involvement of communities in holding municipal councils accountable for service delivery in their local space. This focal area also looks at ensuring that municipalities have proper governance structures and systems in place to ensure accountability on delivery against set plans and programmes.

Challenges with regards to service delivery planning, implementation monitoring, reporting and evaluation are the following:

- There is improvement in alignment programmes and plans so it is no longer a challenge.
- No proper feedback to communities after IDP Road-shows;
- Lack of community involvement in project implementation/ improper introduction of projects to communities;
- Ineffective of project steering committees;
- Poor planning;
- Performance monitoring and evaluation and reporting not leading to improved service delivery (Insufficient oversight)
- "Malicious compliance";
- Inadequate monitoring and evaluation on service delivery;

2.9.11 Communications

Municipalities must ensure that they have a Communications Unit that empowers and encourages citizens to participate in democracy and improve the lives of all. This helps in ensuring coherence of messages, open and extended channels of communication between municipality and the people, towards a shared vision. Although the DM does not have a fully fledged Communications Department, a District Communicators Forum (DCF) has been established and is partially functional. Most LMs do attend DCF meetings but a few municipalities are not consistent in attending meetings. Issues pertaining to the communication cluster are attended to. Communicators have been inducted on the role that they need to play in their respective municipalities.
Communication Strategy and Plan was approved by Council in April 2014. The kind of challenges that the Communication Strategy and Plan seeks to address are the following:

- Non- Centralised communications;
- Communications units not sufficiently resourced in terms of Human Resources and finances (communications units only have one official in the LMs);
- Strategic placement of and use of communications, i.e. Heads of Communications and officials are placed on lower levels in the organogramme;
- Inconsistency in updating information in the municipal websites;
- Negative perceptions in the Media;
- Inconsistency in attendance of the DCF by some municipalities;
- Lack of Corporate Identity;
- Varying and inconsistent communication (internal and external);
- Internal communication is not done properly;
- Communication with external institutions that is poorly managed/channelled;
- Service delivery communication to LM and communities;

- No clear communication between DM and LM councils (especially DM &LM council decisions);
- No proper coordination of communication in the district;
- No fully fledged Communications Unit; and
- Non-responsive Communication Strategy.

2.9.12 Audit and Risk Management

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The situation in the district is as following:

- Nyandeni, Ingquza Hill, King Sabata Dalidyebo and Mhlontlo Local Municipalities have functional internal audit functions whereas Port St Johns Local Municipality and its Agency and Ntinga OR Development Agency are supported by the District Municipality.
- Audit committees are in place.
- Ad-hoc support is provided to municipalities with functional internal audit units upon request.
- All municipalities in the district have been audited by the Auditor General for the financial year

The district municipality has an in-house internal audit function and is also extended to support some of the local municipalities that fall under its jurisdiction. Key challenges that have been identified in this area include the following:

- Audit issues identified are not attended to, audit action plans not fully implemented;
- Insufficient resources of internal audit Units;
- Recommendations made by Internal Auditors not fully implemented;
- Internal unit within the district currently understaffed;
- Effectiveness of the audit committee is not continuously monitored;

Audit Outcomes for the 2015/2016 Financial Year

Remarkable improvement is reported for the Ntinga O.R. Tambo Development Agency, which maintained an unqualified audit opinion for 2014/2015 with no matters of emphasis, in 2015/2016 Ntinga obtain a clean audit opinion. Ingquza Hill LM has excelled in this regard, by obtaining a clean audit opinion. The O.R. Tambo District Municipality maintained a qualified audit opinion for 2014/2015 and 2015/2016 with one qualification matter. Port St Johns Municipality maintained an unqualified audit opinion for 2014/2015 and 2015/2016. The Port St Johns Development Agency has maintained an unqualified audit opinion for 2014/2015 and 2015/2016 financial years.
Nyandeni LM has also maintained an unqualified audit opinion for 2015/2016 financial year. Mhlontlo LM improved from qualified audit opinion from a qualified audit opinion for 2014/2015 to unqualified in 2015/2016 In King Sabata Dalindyebo LM, maintained a qualified audit opinion for 2014/2015 and 2015/2016. There is a slight improvement in audit outcomes however there is a need for improvement. The table below (Table 42) illustrates the types of audit opinions received by municipalities over the last two financial years.

Table 42: Audit Outcomes in the District in the period 2011 to 2016

Name	2011/12	2012/13	2013/14	2014/2015	2015/2016
O.R. Tambo DM	Disclaimer	Disclaimer	Disclaimer	Qualified	Qualified
Ntinga O.R. Tambo Development Agency	Unqualified	Unqualified	Unqualified	Unqualified	Clean
KSD municipality LM	Disclaimer	Disclaimer	Qualified	Qualified	Qualified

Mhlontlo LM	**Qualified**	**Adverse**	**Adverse**	**Qualified**	**Unqualified**
Port St Johns LM	**Qualified**	**Qualified**	**Qualified**	**Qualified**	**Qualified**
Port St Johns Development Agency	**Qualified**	**Qualified**	**Qualified**	**Unqualified**	**Unqualified**
Ingquza Hill LM	**Unqualified**	**Unqualified**	**Unqualified**	**Clean**	**Clean**
Nyandeni LM	**Qualified**	**Unqualified**	**Unqualified**	**Unqualified**	**Clean**

Management Audit Action Plan

A thorough analysis and understanding of the AGSA's audit report and the causes of the findings informed the development of the "Management Audit Action Plan" detailed in the attached document, which has been summarised into this "Strategic Audit Action Plan 2015/16" document. The document gives an overview of the critical management and oversight actions necessary for full implementation of the Management Audit Action Plan.

Management has identified the following result areas as deserving strategic focus in the implementation of the management audit action plan. The areas, as informed by the analysis of audit findings are:

- Performance of a Pre-Audit exercise by internal audit on all prior accounts and figures that were qualified by the AGSA for audit by 30 June 2016 in order to minimise the impact of qualification on the restated 2014/15 figures;
- Implementation of internal controls for identification, recording and reporting of irregular expenditure for the 2014/15 and 2015/16 financial years. Review and updating of the contracts register to enable accurate reporting of commitments;
- Advising Council by 31 January 2016 on the establishment of a committee of council to investigate irregular, unauthorised and, fruitless and wasteful expenditure for the purposes of recovery, or write-off.
- Review, updating and documentation of internal control processes (procedure manuals) for all key processes of the Municipality, followed by a change management process to ensure the attitude of council, management and staff on internal controls is transformed;
- Implementation of a compliance monitoring functioning within departments coordinated by the Municipal Manager's office and the review of the 2015/16 SDBIP and implementation of corrective measures immediately after the approval of the budget adjustment by Council; and
- Council adoption of a stringent process for monitoring the implementation of the management audit action plan and consequence management in the event of failure to implement. The MAAP will be a standing item of MANCO and MAYCO.
- Departments to exercise strict asset management controls and accountability of assets under their custody, and Head of Departments to lead this process for their respective departments.

An AG report has been issued for the municipality with one qualification item and emphasis of matter. An Management Audit Action Plan has been developed to address the qualification matter and the emphasis of matter. The action plan was submitted to Council together with the annual report on the Council meeting of 28 January 2017.

Audit Committee

The district municipality has a functional Audit Committee. The committee has skills to address financial matters, Audit matters, performance management issues, legal issues. The functions of Audit Committee is performed within the parameters of the Council-approved Audit committee Charter, which was approved in 2017. The Audit committee sits once a quarter and its reports are submitted to Council at the end of each quarter.

The table below (Table 43) summarises the status of audit committees in the DM and the five LMs in the District:

Table 43: Status of Audit Committees

NAME OF THE ORGANIZATION	AUDIT COMMITTEE STATUS
Ntinga OR Tambo Development Agency	Committee is in place
Port St Johns Local Municipality	Committee is in place
King Sabata Dalindyebo Local Municipality	Committee is in place
Ilngquza Hill Local Municipality	Committee is in place
Nyandeni Local Municipality	Committee is in place
Mhlontlo Local Municipality	Committee is in place

Table 44 below summarises the status of the internal audit function in the DM and the five LMs in the District:

Table 44: Status of Internal Audit Function

NAME OF THE ORGANISATION	INTERNAL STATUS
Ntinga OR Tambo Development Agency	Shared with District Municipality
Port St Johns Local Municipality	Shared with the District Municipality
King Sabata Dalindyebo Local Municipality	In-house function
Ilngquza Hill Local Municipality	In-house function
Nyandeni Local Municipality	In-house function
Mhlontlo Local Municipality	In-house function(supported with 2 students)

2.9.13 Risk management

- The Municipality has employed a Chief Risk Officer who assumed duty in January 2017.
- The Risk Management committee is not yet functional; however there are planned sittings scheduled for the Third and fourth quarter of 2016/17 financial year.
- Support is provided to three local Municipalities namely: Nyandeni Local Municipality, Mhlontlo, Port St Johns Local Municipality and Ntinga development agency
- The risk unit is not yet fully capacitated.
- There are policies in place however they are planned to be reviewed during the third quarter of 2016/17 financial year.

Anti-Fraud and Anti Corruption

OR Tambo District Municipality has Risk Management and Anti-Fraud and Anti-Corruption Policies are in place. Risk Committee will play a significant role in monitoring the implementations of risk management plans. Challenges facing the municipality are as following:

- Inadequate followed up of reported incidents;
- Culture of anti-fraud and anti-corruption has not yet fully inculcated to the operations daily operations of the municipality;
- Limited controls in place;
- No preventative and detective internal measures against fraud and corruption; and

2.9.14 Municipal Legal services

There is an in-house legal service department which is functional. It is supporting other local municipalities within the district. There are legal advisors in some of our local municipalities, like Nyandeni, Ilngquza Hill and King Sabata Dalindyebo local municipalities whilst others do not have any such legal advisors and rely more on external legal service providers.

Challenges identified:-

- Non-consultation of legal advisors on legal matters
- Non-compliance with legal advices and opinions provided
- Contracts not brought to legal services for settling and comments
- Non-compliance with legislative provisions
- Binding the municipality without first soliciting legal opinion
- Seeking legal advices and opinions from external legal service providers, who are not specialists on local government, without first consulting internal legal advisors
- Relying on incorrect legal advice and opinions provided by external legal service providers.
- A need to enhance the Human Resource Capacity of the Department in line with the proposed staff structure.

- Work overload within the department owing to depleted staff personnel through resignation, contract reaching natural attrition and non – filling of such vacant positions.
- Less funds voted for operations and defence of litigation against the municipality.
- Exclusion of legal Advisors in critical decision making processes, resulting in legally unsound decisions susceptible to legal challenge.
- Poor corporate governance and due diligence by other departmental heads, resulting on wrong decision making and dumping of overripe and non-defendable litigation matters at legal services.

2.10 INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

2.10.1 Human Resource Management and Administration

Organisational Structure

In September 2013, the O.R. TAMBO DISTRICT MUNICIPALITY adopted a new organisational structure in line with the new Separation of Powers model that the municipality has embarked on. The top structure is as follows:



Table 45: Senior Management in the O.R. TAMBO DISTRICT MUNICIPALITY

DESIGNATION LEVELS	TOTAL NUMBER OF POSTS	POSTS FILLED	NO OF FEMALES	POSTS FILLED AS A %
MUNICIPAL MANAGER	1	1	-	100
SECTION 56 POSITIONS	11	8	4	72.,7%
TOTAL	**12**	**9**	**N/A**	**75%**

In terms of the vacancies, it is worth noting that the DM has an approved Macro - structure. Nine out of the eleven Section 56 Positions in the Macro structure have been filled: Directors – Budget & Treasury (CFO), Community Services, Rural & Economic Development Planning, Internal Audit Office, Office of the Executive Mayor, Office of the Municipal Manager, Legislative services and Corporate Services.The vacant posts are of the Director Water and Sanitation Services , Human Settlement and Technical Services. However, the selection interviews have been conducted for the vacant post of Director: Water & Sanitation Services and the report will be tabled before Council on 28th February, 2017 while the post of Director Human Settlement has been advertised on 22nd January 2017. The post of Director Technical Services fell vacant since 1st January 2017 due to resignation of the incumbent.

Leave Management

The Municipality has procured an electronic leave management system Employee Self Service- Payday(ESS). The installation followed by training is being rolled out to various Departments to be utilized for leave management. Installation and training has been done for nine (9) Departments and are utilizing the system fully while minor challenges are addressed along the way. Arrangements for installation followed by training for the two (2) remaining Departments are in progress.

2.10.2 Learning, Training and Development

The District Municipality has made reasonable progress in terms of setting an environment for Workplace learning and development as well coordination of learning programme for the Unemployed members of the community. Critical vacant positions have been filled for the Human Resources Development Unit since September 2016. Part of building a conducive infrastructure for Skills Development was to review and develop draft policies on Skills Development Interventions per each programme being: Bursary /Study Assistance Policy, Experiential Training Policy, Induction and orientation Policy and Employment Equity Policy. Also the Skills Development and Employment Equity Committee has been re-established in order to enable a platform for consultation, advise and stakeholder engagement on all skills development matters impacting on the Municipal Workforce and the entire District as guided by the Municipal IDP Strategic Objective of Addressing the Skills Shortages (SDBIP, pg 2), Skills Development Act of 1998 and the National Skills Development Strategy (NSDS III).

Through partnership with the LGSETA five Learnership programmes for both Employed and Unemployed Learners have been approved hence programme roll out has started from October 2016 on Introduction to Local Government for Traditional Leaders, National Certificate in Water & Waste Water Process Control and Operations NQF 2 & 3. Fire and Rescue Operations. 120 Bursaries have been awarded to Employees to study programmes of their own choice within the scope of Local Government. Critical to the Skills Development Interventions that are implemented is the consideration of Critical and Scarce Skills within the Local Government Sector as guided by LGSETA. i.e. Project Management , Civil Engineering , Plumbing TLB.Geader Operator , Problem Solving and Decision Making through CPMD for Managers and Accounting Programmes. Internship programmes opportunities have been created for qualified graduates as a result the Municipality has increased intake of learners from 24 to 41 learners who are gaining work experience form various fields of occupation within the Municipality.

In terms of the Employment Equity, the Municipality is guided by the approved Employment Equity Plan of 2013 to 2017 financial year to ensure that a fair and reasonable representative workforce in terms gender and race across all occupational categories is achieved. The Municipality has complied with the provisions of section 21 of Employment Equity Act through submitting the annual report for 2015/16 financial year.

2.10.3 Labour Relations

Although there is remarkable improvement in the implementation of LLF resolutions which have been outstanding for a number of years, however sound labour relations between employer and employee is not yet at the desired level that will culminate into overall sounds labour relations. Local Labour Forum has been constituted and training has been conducted for members of the forum. Current issues awaiting the forum: Implementation of collective agreements, salary disparities, Resolution of the casual workers unloaded after January 2010, Service delivery model of the ORTDM.
Current issues awaiting the forum are the Implementation of collective agreements, salary disparities, Resolution of the casual workers unloaded after January 2010 and Service Delivery Model of the ORTDM.

2.10.4 Employee Wellness

Employee Wellness has improved employee moral through employee wellness intervention e.g. Psychosocial Services, Sport day, Spiritual day. Medical surveillances examinations are now conducted bi-Annually and our employees were declared fit to perform their normal duties. Health and Safety issues still need to be improved by ensuring that Protective Clothing is provided to all employees. The municipality is still not complying with the legislation such as Occupational Health and Safety.

The department managed to implement the following programs in this financial year:

A. Wellness Day
B. HIV/AIDS Awareness Day
C. Prayer Day
D. SAIMSA Games

2.10.5 Staff Provisioning

The staff provisioning processes (employee placement, recruitment and selection) has been finalised. Placement of employees into the approved revised organisational structure has been done in phases: Phase 1- placement of employees horizontally is almost finished. Phase 2 –Selection interviews for posts were advertised internally and externally concurrently.
All departments were placed successful, Corporate services was the first to be placed and Budget and Treasury Office was the last. Casual employees who were in the institution as at January 2010 were all placed against vacant positions vacancies.

2.9.6 HR Policies and Plans

The DM had HR policies which were adopted in 2003; however this has been addressed as these policies have beenreviered and tabled to council. Fifteen (15) policies comprised of reviewed and new policies were approved and adopted by Council in 2014. Work- sessions to explain the policies to employees were conducted and the policies are implemented.
A work- session on Developing and Implementing a Human Resource Plan for the Municipality will be conducted by COGTA on 9-10 February, 2017.

2.10.7 Organistaional Development

The Job Evaluation processs is progressing well with all Local Municipalities receiving support from the District organisational Development section. The following is the status thus far:

Job Evaluation

Municipality	No of Profiles Evaluated	Progress
Ingquza Hill	136 Profiles	Finished
KSD	594 Profiles	Still to join
Mhlontlo	117 Profiles	Finished
PSJ	141 Profiles	Finished
Nyandeni	137 Profiles	Finished
ORTDM		Started

2.10.8 Information and Communication Technology

A number of projects have been done and continue to be done to improve the ICT systems and infrastructure in the municipality to enable it to improve its Institutional situation. Strategic documents,

such as the ICT strategy, Master Systems Plan, ICT Charter, ICT governance framework and ICT policies still wrere adopted by Council. These strategic documents will culminate to proper establishment of ICT strategic structures such as the ICT Steering Committee in order to ensure that all IS and ICT spending is aligned to the IDP and therefore assist in service delivery.

ICT department is currently busy with the implementation of systems contained in the Enterprise Agreement with Microsoft. The systems are as follows:

1. Microsoft Office 365 (known as O365) is being implemented and installation of MS Office Proplus on users will be finalized at the end of February 2017. Office proplus will assist users to access their MS Office applications from any machine with internet connectivity and therefore should increase productivity as users will be able to produce and work on their documents from anywhere at any time.

2. The second project linked to the above will be configuration of One Drive for Business. This will allow users to store and access their own data from any machine with an internet connection.

3. The next project will be activation of Sharepoint. Sharepoint is a document and records management solution that will allow the municipality to manage and be able to share documents and avoid duplication. This will assist mostly in the distribution of Council Documents to all Councilors for the Council meetings and different committees. This project has also been started to be used at Council level to give access to the Council packs.

4. The last project for this financial year as part of the MS EA is to install and activate Skype for Business. This will allow users to communicate using their smartphones, ipads and computers or any other relevant tool over the internet and be able to make voice calls over the internet. This will reduce the cost of making voice calls for the entire institution.

ORTDM is also busy with the Broadband Project that will cover all offices within the KSD LM and Mhlontlo LM. This project will drastically increase internet speeds and also allow citizens within these to municipalities to access free Wifi hotspots.
The Challenges faced with the MS EA related projects are budget related due to the late payment of invoices due to Microsoft and pose a risk of Microsoft suspending usage of their licenses on the above mentioned systems and other future planned systems.
The municipality, still needs to develop and adopt strategic documents such as ICT strategy, Disaster Recovery Strategy and Business Continuity Strategy. We are also in the process of developing the ICT Governance Policy in line with the DPSA's Corporate Governance of ICT Governance Framework.

2.11 LOCAL ECONOMIC DEVELOPMENT

The ORTDM's vision is that of a Municipality responsive to social aspirations for an economically vibrant, healthy, sustainable community. The District, however, faces a declining economy, high levels of poverty, underdevelopment and infrastructure backlogs, as well as reliance on the government sector. The ORTDM Council resolved to drive its Local Economic Development (LED) strategy by establishing a special purpose vehicle in the form of a development agency, which was later converted into a Municipal Entity by the name of the Ntinga O.R. Tambo Development Agency (Ntinga for short). This entity was first established in January 2003 to be an implementing agent focusing on:

- Agriculture and Food Production;
- Mariculture and Tourism;
- Social Infrastructure and Services;
- Institutional Building;
- Strategic Infrastructure such as rail, dams, electrification, roads (priority surfaced & rural roads); and
- Any other Functions delegated to Ntinga by the ORTDM in terms of its powers and functions.

The processes for the conversion of Ntinga are under way and this was resolved in the Mayoral Lekgotla to accelerate the processes
Also Ntinga Subsidiaries due deligency has been initiateted for their financial viability

The economy of the District hinges on the following four key economic drivers: (1) Agriculture; (2) Tourism; (3) Forestry; and (4) Mariculture and Aquaculture.

2.11.1 Agricultural Development

The District's population is largely populated in rural settlements and is considered to have a rich natural resource that gives it a comparative advantage, whilst posing developmental opportunities in agriculture. At present, the structure of the District economy does not promote high rates of economic growth and, as a result of largely historical factors, is hampered by several blockages, bottlenecks and constraints that limit the level of growth and development in the area.

While the municipality has identified amongst others, agriculture, as a key driver for local economic development, the agricultural sector does as yet not make a large contribution to the district's GDP; it has continued to maintain a small contribution of 1.8% of the District's GDP. Despite this, the sector retains its position as the backbone of rural livelihoods in the largely un-urbanized areas of the District. The importance of agriculture can therefore not be underestimated as an informal rural based activity. When consideration is taken of the rural based agriculture in the District, the sector becomes an integral component of the ORTDM's Local Economic Development (LED) landscape, through its ability to provide for community livelihoods, generating employment and fighting endemic poverty in the District.

It is also believed that through the right kinds of investments, the huge potential of the agricultural sector in the District can be better harnessed. These include plans for (1) new dams and (2) associated water-supply systems, which can open up opportunities for large-scale commercial irrigation projects. The communal tenure system also results in issues that require creative management approaches, and in this regard, fencing of arable land may bring about improvements. Land claims have affected agriculture production in some areas of the District and a remedy to these challenges will furthermore foster the agriculture-development goals of the district.
Research trials have been conducted for High Value Crops such as Cotton, Sunflower and Cassava. The Kei Fresh Produce Market (KDMP) seeks to increase potato and banana production in the district working in partnership with ASGISA-EC. A Farmer Support Unit has also been established within the KFPM so as to assist local farmers with the development of quality produce, and be able to market their products in the region.
Adam Kok Farms
In April 2008 the District Municipality purchased Seven Farms in the juristic area of Kokstad, KwaZulu Natal, namely:

- Woodville 1
- Woodville 2,
- Shallom,
- Erin,
- The Lease,
- Fairfields
- Llewellyn .

The main purpose of the acquisition of the farms was revenue generation, investment and to be an incubator for the development and training of local emerging farmers.



The farms are currently operating with the farm equipment that was originally acquired when the farms were bought. A study has been conducted on the viability proposals for the full use of the farms. The farms reflect a huge potential for revenue generation, investment and incubation support to O.R Tambo emerging farming community.
The District Municipality plans to implement a turnaround strategy for effective and efficient use of the farms with the following recommendations classified to reflect the ones requiring immediate intervention and the ones that would form part of the medium term.

Agri-Park Development
O.R Tambo District Municipality in line with the National Department of Rural Development and Land Reform (DRDLR) is embarking on the process of facilitation and co-ordination of the development of Mega Agri-Parks. This is a response to the directive from the State of the Nation Address (SONA) of Honorable President Zuma that the Mega Agri-Parks shall be established in all 27 poorest districts in the country. In the Eastern Cape it has been resolved that all six Districts will be supported to establish Mega Agri-Parks as a vehicle for rural economic transformation. DRDLR has set aside a total of R20 billion for establishment of Mega Agri-Parks of which 1% (which is equal to R20 million) is budgeted for establishment of Institutional and Capacity Building. At this stage the DRDLR is making available an amount of R46 million for the 2015/2016 financial year for the establishment of these Mega Agri-Parks. It must be noted that government for a period of 10 years will support the Mega Agri-Parks. O.R. Tambo District Municipality is one of those Districts that have been identified for this initiative. The work done so far by both the DRDLR and DRDAR clearly indicates that the ideal site for the Mega Agri-Park in the O.R. Tambo region is in Mthatha. This is informed by the existing enabling infrastructure and research done to date in line with the 10 Guiding Principles for Agri-Park Establishment.

Establishment of the Special Economic Zones
The Department of Economic Development and Environmental Affairs and Tourism (DEDEAT) in the Eastern Cape in partnership with the Department of Trade and Industry have mandated the East London Industrial Development Zone SOC Ltd (ELIDZ), an operator for a purpose built industrial location for manufacturing industries to house the Project Management Office (PMO) for the planning and establishment of the Wild Coast Special Economic Zone (WCSEZ). Wild Coast incorporates Alfred Nzo, OR Tambo and Amatole District Municipalities. In O.R Tambo KSD has been chosen as the focal point or the center of the SEZ. A number of incentives will be available to ensure SEZs growth, revenue generation, creation of jobs, attraction of Foreign Direct Investment and international competitiveness. According to the Special Economic Zones Policy published in 2012, the main reason for the establishment of the SEZ is to address some of the limitations faced by the Industrial Development Zones (IDZ) such as the ELIDZ, Coaga IDZ and the Richards Bay IDZ. The SEZ Policy states that, “Where the designated zone is only a small part of an area or region, support for the development of the zone should be comprehensive to include in-zone and out-of-zone measures.” This provision is meant to address one of the limitations of the IDZs, where “There is too much focus on in-zone activities and enterprises, and little attention is paid to out-of-zone activities”. In addition, the SEZs will expand “the range and quality of support measures beyond the provision of infrastructure, including both in-zone and out-of-zone support measures”.

I. Recommendations for Urgent Intervention

a) Purchase of a bakkie and truck to transport produce from harvest to the market
b) Purchase of juice making machine to avoid wasted falling fruit from trees in the orchard.
c) Renovate houses for farm workers.
d) Purchase of FIVE grass cutters and diesel for the machines and other farm equipment and implements.
e) Livestock handing over event to be conducted for the heifer exchange program combined with the launch of the KFPM farmer support program coupled with acknowledgement of potato washing and grading machine received through European Union funding.
f) Facilitate the opening of a separate bank account for all Adam Kok Farm transactions.

II. Other recommendations to be prioritized for the short term

g) Purchase of orchard nets to protect fruit trees and produce from strong winds and hail storms.
h) Harmonization of staff salaries and improvement of their working conditions.
i) Staff training and development coupled with recognition of prior learning.

j) To comply with labour law, staff must have at least two sets of protecting clothing.
k) Renovations of existing farm houses should be prioritized.
l) While the greater part of the fencing needs replacement, in the meantime repair of the existing fence is necessary.
m) A complete revamp of all farm equipment and implements.
n) All movable assets to be transferred to Ntinga with the necessary budget to ensure proper management.
o) Scooping of silted dams to be done with immediate effect to avoid death of livestock due to mud-trap.

2.11.2 Livestock Improvement

While agriculture makes up only 50% of the Eastern Cape GDP, it provides 12% of the Province's formal sector employment. Within the Eastern Cape agricultural economy, the livestock and livestock products group is the single biggest sub-sector with an estimated gross income value of R2.4 billion per annum. This represents 70% of the Eastern Cape's gross agricultural income. Livestock farming within the ORTDM is by far the biggest livestock farming practice in communal farming in the whole country, incorporating 631 674 cattle, 732 478 goats and 1 225 244 sheep. In recognition of this, the Municipality has a district-wide Livestock Improvement Programme, which is composed of the following sections:

- Beef Development Programme;
- Iqhayiya Sheep and Wool Production; and
- Laphumilanga Goat Production Programme.

The objective of the Livestock Improvement Programme is to increase the income of communal cattle farmers by assisting them to realize higher prices for their cattle through:

- Increasing their participation in the formal marketing channels;
- Improving the quality of the animals marketed, by increasing farmer's access to veterinary and feed input markets;
- Facilitating exchange of bulls, heifers and bucks within the local livestock farmers in order to improve their genetic make-up; and
- Appointing mentors from within communities to provide technical advice to ensure care, safety and access to information through community participation.

This programme furthermore seeks to address the fact that livestock in the district is of poor quality, as well as the reluctance of farmers to market their livestock. The following strategic activities were implemented to address these issues:

- Creation of awareness on potential economic value of livestock;
- Beef production to supply quality livestock to the abattoir;
- Promotion of appropriate veld management and land care practices;
- Setting up of institutional arrangements to ensure coordination between role-players;
- Providing training on animal health aspects and animal husbandry; and
- Farmer support and development.

There are, however a number of challenges that are frustrating the programme. These are the following:

- The prevailing land tenure system;
- Drawn-out and unresolved land claims;
- Lack of physical infrastructure in terms of irrigation systems, including the provision of water for LED initiatives, especially for agriculture;
- Limited access to "irrigation-water"; and
- Poor coordination and integration of stakeholder interventions.

The following have been put forward as possible interventions:

- Making improvements in physical infrastructure;
- Improved collaboration between all stakeholders; and
- Resolution of outstanding land claims.

2.11.3 Tourism

The district faces a declining economy, high level of poverty, underdeveloped and infrastructure backlogs as well as reliance on the government sector. The economy of the district hinges around the key drivers and growth sector which is tourism is amongst them. Tourism section falls under the Rural, Economic and Development Planning which include Local Economic Development (LED) Agriculture, Environment and Spatial and town planning. The O.R.Tambo DM has identified tourism as one of its economic drivers and growth sector. The untapped natural resources, culture and historic heritage that put the district in the international map and are some strategic assets that the district possesses. The section uses national and provincial policy documents to develop their operational policies at the district level. The following are the tourism policy documents that are used for the development of our programs.

Tourism Planning Framework for the O.R.Tambo District Municipality of 2003, states the role of local government, according to the ***National White Paper on Development and Promotion of Tourism in South Africa 1996: Page 51***

1. Responsible land use planning, urban and rural development
2. Control over land use and land allocation
3. Provision and maintenance of tourist services, sites and attractions
4. Provision of road signs according to national guidelines
5. Market and promote specific local attractions and provide information on these
6. Control public health and safety
7. Facilitate the participation of local communities in the tourism industry
8. Own and maintain certain plant e.g. ports and airports
9. Provide adequate parking, also for coaches
10. Facilitate appropriate public transport services e.g. taxi services
11. License establishments according to the national framework
12. Support local publicity associations to coordinate tourism initiatives
13. Local government should not provide services that can be provided by the private sector

The **Tourism Tool Kit** states;

SA Local Government's Role in Tourism

Tourism is a local economic development directive that is mandated by the South African Constitution, 1996; and the Tourism Act, 1993.

a) Local government has a significant impact on natural and cultural resources in and around tourism destinations. Local government impacts on tourism products in how they manage their environment and provide services to their communities. Local government has a mandate to plan for, impact upon, improve and monitor tourism development (NEMA,1999)

Tourism, among other industries, relies on having these resources in a healthy state.

b) Local government provides the core utilities and infrastructure on which the tourism industry is based. This includes district and municipal roads, lighting, water and sewerage, public transport systems, signs and, at times, airports and ports. Local government has a role to play in the operation of attractions such as museums, art galleries, sports stadia, convention centres, parks, gardens, events, tours, and other amenities.
c) Collectively, this represents a multi billion rand investment of public money. It also means that local government is perhaps the largest 'tourism operator' in the country.
d) Local government alongside other governmental actors enable regional marketing and provides visitor information by cooperating with Provincial Tourism Authorities (PTA) and providing visitor information desks.

4.3 Tourism Safety is crucial reaching out to the local community as **National Tourism Sector Strategy (NTSS)** states that**;**
The tourism sector is integrated with South Africa's entire economy, all nine provinces and society, and therefore encompasses a range of different role players, whose roles and responsibilities are identified below:

National Department of Tourism

The National Department of Tourism's role is to ensure that tourism makes a sustained and increasing contribution to the South African economy. It also provides policy advice to the Minister of Tourism, and administers and monitors government's investment in tourism marketing and other

programmes. The Department manages the core tourism data set, and distributes this and other research information to the public and private sectors.

Provincial tourism organisations
These organisations act as a bridge between tourism operators, national tourism bodies, and local and national government. They are responsible for promoting their provinces to domestic and international visitors.
Local government
South Africa's local government is made up of five metros, 46 district councils and 232 local municipalities. Local authorities must make decisions about and set directions for, promoting the social, cultural, environmental and economic well-being of their communities. Their role in the tourism sector is to manage assets such as public land, and to provide important infrastructure.

- *Create awareness through campaigns, using appointed advertising agencies, the public broadcaster, radio stations, social media, etc.*

- *Engage the Department of Basic Education to develop a school tour programme, possibly integrated with, for example, the curriculum for Life Orientation in the early high-school grades. Take into account any existing programmes; investigate funding from sponsorships/AID, and develop the programme.*

- *Develop an exchange programme where employees in enterprises within the industry visit another industry operator to experience holiday-making and/or visiting attractions. Use off-season and low season periods, when both labour and capacity are available. Look for transport/funding sponsors.*

The untapped natural resource, culture and historic that put the District on the international map, are some of the strategic assets that the district possesses. Initiatives pursued under tourism development include:

Tourism Marketing and Promotion of the region
Research information and management systems, Visit arrivals, trends, destination marketing (print Media, Website, Social Media, Exhibitions, Shows, and Identify platforms). Encourage participating of local stakeholders in tourism planning, by creating platforms like regional and local tourism forums, wherein experiences, challenges and solutions are shared. Campaigns to create awareness focusing on host communities (where there are tourist activities), use of media (print and electronic) to engage learners and public to debate and support the cause for tourism. Holding events, safety and security related activities with SAPS. The programme seeks to;

- Improve or expand our tourism product or operation to fit identified trends in global tourism and to position our local business to meet future market demands Works hand in hand with disaster management department Research information and management systems, Visit arrivals, trends, destination marketing (print Media, Website, Social Media, Exhibitions, Shows, and Identify platforms).
- Improve or expand our tourism product or operation to fit identified trends in global tourism and to position our local business to meet future market
- Facilitate and coordinates key deliverables associated with tourism safety and security, and emergency services
- Identifies and coordinates tourism awareness campaigns, and the targeted groups like schools, communities, and partner departments.

Tourism Education and Awareness
Facilitate and coordinates key deliverables associated with tourism safety and security, and emergency services, identifies and coordinates tourism awareness campaigns, and the targeted groups like schools, communities, and partner departments, liaising with media and relevant stakeholders to create culture of service excellence, works hand in hand with disaster management department. The programme seeks to;
- Supporting the tourism debates, dialogues and public speaking competitions in schools
- Hold tourism and heritage month activities throughout the district
- Community mobilization regarding the tourism awareness campaigns

- Hold road blocks on different strategic entrances to the district working with relevant stake holders
- Identifies and coordinates tourism awareness campaigns, and the targeted groups like schools, communities, and partner departments.

Annual Tourism awareness campaigns held during September the tourism and heritage month overlapping to October and November. Tourism and heritage activities supported and coordinated annually. These activities boost the economy of the region, assist disadvantageous tourism learners as they receive study material prizes.

Tourism infrastructure development facilitation
Facilitate and coordinates activities and key deliverables associated with tourism support factors like : Infrastructure development to improve the O.R.Tambo tourism mix, Signage development ,Attractions , parks , museums, Investment promotions, Package community based projects ,Route development ,Identify poverty alleviation projects , Assist in development of tourism transport, tour operators, training and registration of tourist establishments and tourist guides. The programme seeks to;

- Conduct infrastructure audits throughout the region
- Infrastructure development to improve the O.R.Tambo tourism mix
- Signage development
- Attractions, parks, museums
- Investment promotions
- Package community based projects and Route development.

Successful infrastructure audits throughout the region assist to build the data about the status quo of the tourism infrastructure and the results the signage is identified siting form the report submitted.

Visual arts and Craft Development:
Conduct skills audit workshops to identify areas of intervention in the district, negotiating with project members to see what art or craft forms they would like to use for their project, organize and support the professional development of the visual artists and crafters through training and skills workshops and new product developments or enhancements. Develop new and maintain existing relationships with creative industry professionals and institutions such as DSRAC, Eastern Cape Craft Hub, etc. Assist with the organization of and transport of visual artists and crafters to buy or harvest raw material for production. Developing and updating visual arts and craft data base throughout the region, assisting visual artists and crafters to work as groups for the purpose of getting funding and good quality production, offering advice and support to community projects on fundraising and forming co-operatives, support visual artists and crafters in getting relevant equipment for production and branded production centers. The unit also hosts sector specific arts and crafts empowerment workshops to equip the SMMEs with sector specific information and assists the SMME's to access markets through exhibitions. There are various annual national exhibitions where the artists and crafters are exposed and financially supported by the unit to participate in shows like the Durban Business Fair, tourism Indaba, National Arts Festival and SA Handmade Collection Expo, Mangaung Africa Festival (MACUFE), etc. The programme seeks to;

- Visual arts and craft skills audit
- Ensure continuous product development trainings
- Organize quarterly visual art exhibitions locally for artists
- To assists the SMME's to access markets through exhibitions like hand made products exhibitions, National arts festival, MACUFE Festival
- Continuous Monitoring and evaluation

Between 2013 and 2017 Fashion Designers benefitted from the programme by attending Tourism Indaba show, Crafters attended and exhibited in the tourism indaba. Crafters benefited by attending the annual National Arts Festival, MACUFE festival and Craft product development workshops and trainings
Future plans:

Tourism Product, Visual arts and craft development facilitation

- Funding and development of business plans

- Facilitation Development of Rural based Tours
- Identifying training needs for SMMEs
- Assist in registration of cooperatives, and individual operators
- Resources mobilization
- Facilitate establishment of associations
- Forge linkages for marketing
- Craft product development and local visual art exhibitions
- Assist SMME to attend exhibitions and shows
- Packaging of the identified heritage sites
- Identify poverty alleviation projects
- Assist in development of tourism transport, tour operators, training and registration of tourist establishments and tourist guides.
- Policy Development Coordinating and facilitating the relationships with regional and local tourism organizations Participating in meetings and presenting information, reports on tourism and investment opportunities and the capability of current development trends and initiatives to support strategies and, develop and strengthen relationships within (locally) and outside (Internationally) the organization

In terms of tourism development support, the ECPTA provides partnership on events support (Signature events and Regional Events) such as the Isingqisethu Wildcoast Cultural Festival. Organizers are usually requested to submit proposals. The agency also supports SMME in the following ways:-

- facilitating customer care and hospitality trainings;
- create marketing platforms for SMME's during travel shows i.e.Tourism Indaba;
- facilitate quality assurance i.e grading for accommodation and camping sites
- increase tourism, environment and conservation awareness in schools and communities
- facilitating and hosting the National Tourism Career Expo which assist learners doing tourism as a subject with transport and accommodation
- community tourism support – institutional guidance and operations using viable models like Community Public Partnership,
- create partnerships with SMME's around nature reserve so that thy can provide services
- provide necessary support to municipalities on tourism related activities

Some of the major challenges with regards to tourism in the district is the poor access roads to tourism destinations and nature reserves; inadeqaute bulk services; inadequate intergovernmental relations and the lack of co-operative marketing efforts for the region. Although there are some challenges, the district also poses a number of investment potential with the district unique selling position being the convergence of the biodiversity and coast puts the Wild Coast in a clan of its own. The pristine environment favoured by the suitable climate contributes to the uniqueness of the offering. These investment opportunities include;

- **Mkhambathi** – 7700 ha (agreement signed to expand by 3500ha) and potential of 5 development nodes:-
  Phase 1 concluded R65mil private sector investment
  Phase 2 is currently underway to investment opportunity.

  Game offerings and those to be introduced
- **Silaka Nature Reserve** - 400 ha located in Port St Johns has 18 chalets and is a 3 star graded accommodation and has conference facilities. Opportunity to provide (food & meals).
- **Hluleka Nature Reserve** - 7 Chalets, 10 campsites, Hiking trail and 5 hikers huts and game: Redhartebeest, Zebra, Blesbuck, Reedbuck. The design of the new chalets for expansion is complete.
- **Nduli/Luchaba Nature Reserve** - 84 seat conference facility and restaurant (advert out for operator), 2 campsites and the next phase being the development of chalets.

The following infrastructure programs are currently being implemented by the ECPTA:-

Project Name	Job Created
Staff accommodation and conference facility at Silaka (R9.5m)	35
Internal road upgrade at Mkambathi (R14.2 m)	32

Boundary fence and staff accommodation at Dwesa (R14m)	183 at initial phase, lay offs were made later
Fencing at Silaka (R400 000)	9
Lodge upgrade at Mkambathi (R800 000)	16

Some community capacity building programmes in the ditrict include:
- 234 community members were recruited (on contracts), trained and deployed as forest guards and alien vegetation teams
- 41 community bee keepers were trained.

2.11.3 Forestry and Timber Production
Existing forestry plantations in the Eastern Cape cover 176 000hectares, a large proportion of which is located in the ORTDM. Of the 100 000hectares considered as having potential for new afforestation in the Province, around half is located in the ORTDM. With Department of Water Affairs and Forestry (DWAF) withdrawing from operational forestry, Municipalities have the opportunity and responsibility to support forestry development initiatives from which communities can benefit. This role would include:
- Creating awareness and acceptability of forestry as a legitimate land use;

SILAKKA – CONFERENCE FACILITY	NDULI/LUCHABA
	

- Facilitating and supporting downstream participation by local SMMEs; and
- Facilitating collaboration of key stakeholders for mutual benefit, for the benefit of the sector, and for the economy as a whole.

The private sector is already well-established in the sector in the District, and is seeking opportunities to grow. With support from government much can be achieved. In this regard, the ORTDM, together with the DTI, the EC Provincial Government, the ECSECC and the ECDC, is currently implementing the Furniture Incubator project in Mthatha to take advantage of the abundant timber and forests in the area. As part of this initiative, more than 100 young people have been trained in woodwork and upholstery. The eLangeni Development Node Programme is also seriously engaged in processes that are aimed at exploiting the potential that afforestation has in the district. It is estimated that the Timber processing industry has a potential of providing more than 1 000 jobs during new afforestation and saw milling in the District.

There are, however, a number of challenges to exploiting the sector, notably:
- Limited skills within the sector;
- Poor co-ordination and integration between the sector stakeholders; and
- Lack of a unique District-sector strategy.

In order to counter/overcome these challenges, the following interventions are being recommended:
- Strengthening of the Forestry Sub Sector Forum;
- Improved support to Forestry SMMEs and Cooperatives;
- Development of the forestry cluster and value chain; and
- Improve skills and skilling-processes in the forestry sector.

2.11.4 Marine and Agriculture

The District possesses a wide coastline that gives it a tourism development opportunity, which includes the development of the marine and aquaculture sector. With the Wild Coast presenting extensive opportunities for people to participate in marine harvesting activities, it is a challenge for all spheres of government to ensure that:

- Local people are able to participate equitably; and
- Harvesting is carried out at levels that are sustainable.

In order to achieve these two objectives, improved data is required, as well as (1) greater awareness amongst stakeholders and role-players, and (2) improved regulations and enforcement of these controls. Again, these activities require collaboration of all spheres of government and a coordinated approach.

The sector also faces a number of challenges:

- Limited skills within the sector;
- Poor coordination and integration between the stakeholders in the sector;
- Lack of a distinct District-sector strategy; and
- Poor knowledge of the legislative requirements regulating the sector.

In order to counter these challenges, the following recommendations are proposed:

- Strengthening of the Marine and Aquaculture Sector Forum;
- Improved support to sector SMMEs and Cooperatives;
- Development of a Marine and Aquaculture industry; and
- Improve skilling within the sector.

One of the responsibilities of the ECPTA is the management of Marine Protected Areas (MPA). MPAs are important areas for biodiversity conservation as they protect representative samples of genetic diversity. They protect ecosystems and ecosystem processes and often they are important fish spawning areas. Protecting these waters therefore lead to increased fish growth, increased fish reproduction and survival. Adjacent areas benefit due to a spillover effect. This leads to high biodiversity value (species diversity) and economic value (tourism, sustainable use of resources). MPAs serve as benchmark areas against which any environmental change can be measured. It is important to balance conservation priorities with sustainable livelihoods of surrounding communities for effective management of MPA's.

2.11.5 Trade, Manufacturing and Investment Promotion

Trade is the second largest contributor to the District's Gross Value Added (GVA), and has over the past ten years experienced positive growth rates, which have been accompanied by positive net job gains. Informal trade has also played a very significant role over the same period, growing by more than 100% in size during this time. Manufacturing on the other hand has experienced a significant decline and stagnation, and has contributed to the general decline in the ability of the District to create and absorb jobs. Both sectors are of strategic importance to the District, and need to be supported in a manner that ensures sustainable jobs are created. In order to achieve this, the District commits itself to facilitating efforts aimed at mobilising investments with a particular focus on value adding investment opportunities. To this end, the District will ensure that constraints to investments in these sectors, such as infrastructure, land availability and incentives are addressed, by amongst others, ensuring strong alignment and integration with the emerging Regional Industrial Development Strategy (RIDS).

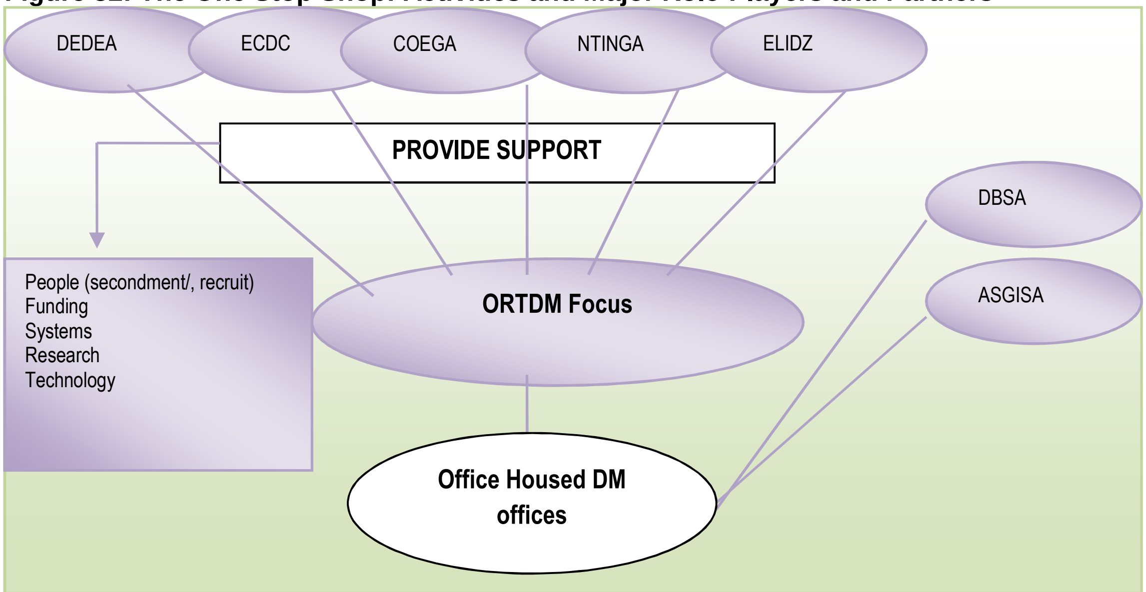
The ORTDM also focuses on Investment Promotion and Marketing of the District for Investment opportunities. In this regard, the DM conducted an investment conference as a means to:

- Market the investment opportunities of the District;
- Source partnerships for investment promotion; and
- Unlock the investment potential of the O.R Tambo Region.

The five LMs in the DM prioritized potential investment projects, which the DM packaged for presentation during the investment conference and also used as resource information for investors. The main purpose was to source strategic partners in developing viable Business Plans for the projects and source funding for unlocking bottlenecks, such as land and tenure issues, EIA's, bulk infrastructure and sanitation. In pursuit of its growth objectives in the sector, the DM also developed

the concept of a “One Stop Shop” to be established as a centre responsible for the implementation of the investment conference outcomes (see Figure 30 below).

Figure 32: The One Stop Shop: Activities and Major Role-Players and Partners



Unfortunately the endeavours to secure partners’ commitments to the establishment of the One-Stop-Shop went in vain and currently the District Municipality is responsible for the coordination of investment initiative of the District working with only the five LMs.

There are also challenges to the investment promotion-ideals of the District, notably:
- Backlogs in appropriate physical bulk infrastructure necessary for investment;
- Communal land tenure; and
- Unresolved land claims.

In order to address these challenges, the following interventions have been put forward:
- Capitalize on the district’s local strengths and comparative advantage for investment promotion;
- Position and market the District as a viable region economically for investment;
- Attract additional investment from new local and international investors in key growth sectors; and
- Retain and boost existing investment.

2.11.6 Cooperatives and SMME Support

In order to provide decent jobs and sustainable livelihoods, and ensure food security, the ORTDM has used its LED Programmes to provide short and long-term job opportunities, while ensuring massive food production for poverty alleviation (see Table 45 below). The implementation role for all cooperatives and SMME projects will be transferred fully to the implementing arm of the District. The Planning and Development Directorate will be responsible for coordinating role. The following will be the key focal areas for the Directorate, which will require proper funding to ensure avoidance of an unfunded and unfulfilled mandate: The preparation and implementation of an “Integrated District Cooperatives Development Strategy and Implementation Plan”.

The reason for the reparation of the plan is that cooperatives and SMMEs are seen as playing a critical role in developing the district economy, but normally face challenges regarding access to markets, finance, and information and quality support services. While there are many role players that are supporting cooperatives and SMMEs in the District, the provision of this support is highly disintegrated. The envisaged Integrated District Cooperatives Development Strategy and Implementation Plan will assist in the identification of key actions to be performed by each role-player in the District, and result in the integration of the actions of the various role players to ensure maximum impact.

Table 46: Cooperatives and SMMEs developed with the DM's support

Sector	Number of Cooperatives	Number of jobs created	LM where located
Food Production	9	151	Ingquza-1; KSD-5; Mhlontlo-2; and Nyandeni-1
Agriculture	114	1391	KSD-49; A/NZO-1; Ingquza-27; Mhlontlo-23; Nyandeni-4; and PSJ-10
ICT	1	5	KSD
Manufacturing	30	358	KSD-18; Ingquza-5; Mhlontlo-5; and PSJ-2
Wool	7	124	KSD-4; Mhlontlo-1; and Ingquza-1
Tourism & Hospitality	4	34	KSD-2 and Ingquza -2
Multipurpose	4	80	KSD-3 and Mhlontlo-1
Recycling	1	9	KSD
Cleaning	1	5	KSD

2.11.7 District Skills Development Programme

SMMEs continuously face the challenge of access to markets, finance, information and quality support services. Creating awareness, capacity building and providing assistance to cooperatives is one of the institutional support mechanisms the District is committed to support and facilitate. Building viable and sustainable communities requires a holistic and integrated approach, which involves all aspects of community life, including, but not limited to, leadership development, social capital, poverty alleviation, and institutional development. The District is actively seeking to address these issues in a manner that ensures communities are able to engage in activities that create jobs and have access to basic services. A District-wide skills development programme has been identified as a foundation objective for the achievement and sustainability of the identified drivers. The success of the district in growing and sustaining the local economy depends on the extent to which it builds partnerships and collaboration with all relevant stakeholders. The district recognises the need to develop functional and effective collaborative efforts with business by amongst others ensuring that there is a united vision and drive to address challenges confronting business and the district in general.
Fourteen cooperatives have benefited from Ntinga O.R. Tambo Development Agency in the form of Business plans and Constitutions outsourced to service providers for development. The Baziya Sustainable Village was established and houses cooperatives that have a variety of core functions (Bakery, Sewing, Poultry and Agriculture). The total number of beneficiaries is 200 and all are community members. The following are also successful ventures in this regard:

- *The Kei Fresh Produce Market:* This market was built by the EC Provincial Department of Agriculture and transferred to the ORTDM, since markets and abattoirs are a function of district municipalities. Local farmers, the EC Provincial Department of Agriculture and the KSDLM are all active partners in this venture. The market has gone from strength-to-strength, with an annual turnover of more than R30million. Seventeen permanent jobs have also been created, of which 42% are women. The main challenge is that the market is getting most of its produce from outside the District. To turn this around, a strategic plan has been developed in partnership with the ASGISA-EC. The Thina Sinako (EU programme) has already funded part of the strategy. The plan is to expand the market to have more banana ripening rooms and to introduce a meat market.
- *The Umzikantu Abattoir:* This red abattoir was purchased from an action sale to use it as a marketing outlet for our livestock programme. The project has created thirteen permanent jobs and has generated more than R1.5 million in revenue.
- *Adam Kok Farms:* As there are no commercial farms in the District, the ORTDM purchased the farms as a means for revenue enhancement with the main focus on utilising the farms as a skills development and training centre for the emerging farmers that the ORTDM wants to migrate to commercial farming. These farms have provided an environment conducive for training the emerging farmers, as several strides by the District proved beyond reasonable doubt that one cannot train farmers to be commercial in an environment that is not commercial. This is of particular importance as the District is predominantly rural and the majority of its inhabitants is illiterate and learns better with experiential training.

In addition to these ventures the following have been embarked upon:

- *Resource mobilization and business plan development for funding:* This stemmed from a need for capacity building and training for LMs in business plan development for taking advantage of

funding opportunities from provincial and national government with specific reference to the Cooperatives Development Fund.

- *District Support Teams:* The District Support Team (DST) is a co-ordination and integration model that has resulted from the Thina Sinako Provincial LED Support Programme, and is meant to involve all government-led institutions that are supporting LED programmes and projects in the District. The team will ensure that all LED initiatives are integrated by all government-led institutions and the DST will form part of the LED Forum, which is constituted of all LED role-players, including private business organization, labour and NGOs.

The initiatives and ventures are not without challenges, notably the following:

- Lack of a district co-operatives development strategy; and
- Integration of the actions of the various role players for efficiency in supporting the sector.

It is recommended that these challenges be addressed by integrating programme with the implementation of the District Cooperatives Development Strategy.

2.11.8 Implementation of Ward-Based Planning and Information System (WBPIS)

The WBPIS was initiated to ensure:

- A continual update of demographic and socio-economic status quo information on the DM and its five LMs;
- That the holistic planning function of the District is well informed and aligned; and
- Improved research capacity and planning for informed service delivery.

Currently the project has some how be abandoned and the district is in discussions to resuscitate it within the War-Room approach. For the next financial year 75 wards (50%) have been targeted for the programme.
With the implementation of the WBPIS, the DM will be able to access current and accurate information on the following:

- Daily updates of changes in population size per ward for the entire District;
- The levels of indigence, in terms of the number of people living in poverty and that of the unemployed;
- Education levels and skills availability per ward;
- Access to Services; and
- Levels and Standards of service accessed.

Phase 1 of the project, which included System Development, door to door data collection, capturing of the collected data into the system and the training of users in LMs, has been completed. Various reports such as the household register, skills register, indigent register, level of service delivery are now accessible on-line from the system.
Data verification is planned for the current phase of the project in which a team of Ward Administrators (one in each ward) will conduct the data-verification and data-cleaning process for all Wards in the O.R Tambo region. The process is envisaged to have the following steps:

- The process and the data are introduced at the relevant Wards to the relevant Ward Councillors;
- The Ward Administrators undertake field trips to specific areas within the District to fill any gaps identified during the data-verification process;
- Once all gaps have been filled, the data is accurate and all the required reports can be accessed, on-going day-to-day updates will be conducted at Ward level by each municipality.
- The hosting of the system is moved to the premises of the DM, where (1) a system development specialist will be appointed to properly manage the project and (2) the necessary hardware and software will be acquired to ensure sustainability of the project.

2.12 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

2.12.1 Land Survey and Planning

The ORTDM straddles the N2 linking Durban to East London, the Garden Route and Cape Town. The economy of the District is largely land-based (subsistence) and has been impacted upon negatively by historic practices of discrimination and marginalization before 1994. The past political engineering, current tenure arrangements and population densities have impacted on the land cover of the District.

At least 21% of the total land area is classified as degraded/eroded, which indicates the imbalance between (1) the resident population and (2) the land resources and/or inefficient land use management, specifically with regard to agricultural activities.

O.R. Tambo District has a predominantly rural landscape with a rural population residing in traditional villages and traditional homes. The main towns are located along the main access roads serving as rural service centres to the surrounding rural population. Land ownership in the District vests mainly in the Department of Rural Development and Land Reform, as the main custodian of communal land. Legal forms of land tenure in the district include (1) freehold, (2) permission to occupy, (3) leasehold and (4) grazing rights on commonage.
The District has a number of land claims which are by and large communal in nature. This results in (1) the claimants and (2) the extents of the land being claimed, not being clear in all instances, which makes it difficult to adjudicate and resolve and settle land claims. The District sector forums such as the Environmental management and Spatial Planning Forum and other platforms provide an opportunity to engage the stakeholders so as to unlock these challenges facing the district.

The key challenges in this area are:

- Unresolved land claims
- Complex land administration issues
- Lack/ ineffective approach in coordinating stakeholders

The following interventions are recommended to address these challenges:

- A speedy resolution of land claims, and negotiations with land claimants in areas identified for development;
- Strengthening the District Environmental Management and Spatial Planning Forum; and
- Committing funds to catalytic projects that can unlock the development potential of the district.

Spatial Development Framework
The District Municipality is currently planning to review its FIVE year SDF in the next the year under review to ensure its alignment to the five year IDP.
Pre 1994 Planning was designed to serve a different political ethos with multiple laws, institutions and parallel processes introduced by the pre 1994 pieces of legislative framework. Planning laws were fragmented across the old boundaries of the then four (4) provincial administrations, homelands, and Self-Governing Territories.
In 1994 South Africa inherited complex and disjointed planning systems which manifest in unequal, incoherent and inefficient settlement patterns. The Development facilitation Act No. 67 of 1995 (DFA) was promulgated as an interim measure to deal with this legacy.
SPLUMA emerged through the Green paper (1999) and White paper (2001) processes to replace DFA as the legislative instrument to regulate spatial planning and land use management in the country. In June 2010 the Constitutional Court found Chapter 5 and 6 of the DFA to be invalid on the grounds of unconstitutionality. The order of unconstitutionality was suspended for 2 years, i.e. until June 2012, to allow the defects of in the DFA to be remedied. Until the DFA judgment in 2010 there has been relative lack of clarity in the Constitution about the meaning of planning and which sphere of government responsible for land use planning and management.

With SPLUMA Government's intended remedy is to repeal the DFA in its entirety and replace it with SPLUMA. The Constitutional Court found that the municipal planning includes the powers and functions necessary to determine rezoning and township establishment applications, and concluded that municipal planning is the exclusive competence of municipal government.

The Act places a lot of responsibilities with regard to spatial planning and land use management to the municipalities e.g. the establishment of Municipal Planning Tribunals, dealing with appeals as well as assist in developing Local Municipality Land Use Schemes on their request.
There are funding implications for the implementation of the Act, for example the receipt and processing applications, as well as advertising of the notices. Responsibility of the O.R Tambo DM in implementing the Act:

- Conduct municipal readiness assessment in all LMs to implement SPLUMS
- Ensures that reporting systems are in place for monitoring and support by national and provincial spheres for the purposes of implementing the SPLUMA
- Ensuring that there is overall review of any other policies that trigger the [payment of fees/contributions/ levies/ tariffs in terms of the SPLUMA

- Conduct resources audit and identify training needs for officials to give effect to the SPLUMA.
- Develop/review policy on development contributions/ provisions of engineering services and the mechanism for the implementation thereof.
- Ensure municipal capacity assessment and where necessary, processes to consider proposals on establishment of Joint Municipal Tribunal
- Ensure processes of establishment of Municipal Planning Tribunal and Appeals Tribunal

2.12.2 Environmental Management

The White Paper on Environmental Management Policy emphasizes the need for implementing an effective information management system that makes environmental information accessible to all interested and affected parties responsible for and/or interested in effective environmental management. In this regard the O.R. Tambo DM developed an Environmental Management Plan (EMP) which provides a baseline assessment of the main environmental issues and challenges facing the District. To enhance this the DM is also in the process of reviewing its EMP and Integrated Waste Management Plan IWMP as well as developing the Air Quality Management Plan and Coastal Management Plan.

Based on the information obtained from the reviewed EMP, the District Environmental Management and Spatial Planning Technical Forum, working in partnership with DEDEA, has managed to prioritize programs and develop appropriate action plans to respond to the most pressing and threatening issues of environmental management. The ORTDM planned a number of training workshops focusing on environmental education so as to disseminate this environmental information together with practical programs on how to face these environmental challenges and ensure effective environmental management.

The challenges faced in this regard are:

- Staff shortages and budget constraints in the Environmental Management Unit;
- Funding for the implementation of priority projects is still an issue from the Municipality;
- Lack of capacity, knowledge and interest in LMs is posing a serious challenge and this is resulting in bad cooperative governance in the sector; and
- A lack of funding for crucial environmental education.

2.12.3 Waste Management

The O.R Tambo DM has an approved Integrated Waste Management Plan (IWMP), which is used as a critical tool in promoting sustainable development and service delivery within the District. Waste Management has traditionally not been seen or perceived as a priority concern, and this has resulted in a number of ramifications which manifest in a complete system failure or lack thereof. Within the O.R. Tambo District Municipality there are 11 operating landfill sites of which only four are licensed, viz.:

- Mhlontlo LM (Qumbu and Tsolo);
- Port St Johns LM; and
- King Sabatha Dalindyebo LM (Mqanduli).

The ones operating illegally are the following:

- Ingquza Hill LM (Flagstaff and Lusikisiki);
- Nyandeni LM (Libode and Nqgeleni); and
- King Sabatha Dalindyebo LM (Mthatha).

Although there are landfill sites, illegal dumping in various areas within the District is still a challenge. Leachate from the landfill sites is addressed by the LMs themselves as the owners of the landfill sites. The only municipality that indicated to be managing and testing the leachate from its landfill site is Port St Johns LM. The DM has established an Environmental Management Forum that is serving as a mobilizing body on waste management programs. One of the Terms of Reference for this forum is the implementation of waste minimisation programs for poverty alleviation in the district. To this effect, the DM is implementing a waste minimisation project located in Mhlontlo LM, which has created nearly 80 job opportunities. Facilitation processes are underway for the development of a regional waste disposal site, as well as regional waste minimisation project, which can be linked to job-creation, skills development and poverty alleviation.

2.12.4 Provision of Water Services

The OR Tambo District Municipality assumed the status of being a Water Services Authority (WSA) in 2003 followed by the process of transferring water services assets by the then Department of Water

Affairs and Forestry. In terms of the Water Services Strategic Framework, as a WSA, the district is responsible for ensuring provision of water services within its area of jurisdiction.
The municipality recently reviewed its organizational structure and is actively in a process to fill all the vacant positions prioritizing internal candidates. Furthermore Adhoc training interventions are made as and when required with an aim to upskill the unskilled employees. Moreover the Municipality has recently appointed a Human Resources Development Manager with a Skills development Facilitator who will further ensure that skills development takes place in a most organized way. Recently the WSA Manager Position has been successfully filled.

Slow progress on the eradication of the water backlogs is attributed to the fact that most of the projects that are under implementation are still focusing on source development and bulk infrastructure. There arer schemes that are under planning where they will assist the District Municipality to eradicate the water backlog. These projects are planned over a 4 to 6 year plan. These schemes are:

- Kwa Nyathi Regional Water Supply Scheme. This scheme is under planning and the Municipality is applying for funding for the preparation of a Technical Feasibility study to preliminary designs. This scheme is focusing on eradicating backlogs into 6 wards in the Port St Johns Municipality and 4 wards in the Ingquza Hill Local Municipality. The Exploration of the Nxuzi River off Chanel Storage Dam that will be supplemented by the Mzintlava River.
- Msikaba Regional Water Supply Scheme. This scheme is under planning and the Municipality is applying for funding for the preparation of a Technical Feasibility study to preliminary designs. This scheme is focusing on eradicating backlogs into 5 wards in the coastal side of the Ingquza Hill Municipality. This Project will explore the Off Chanel storage Dam at the Hlwahlweni River that will be supplemented by the Msikaba River.
- 4 projects are currently under implementation, for the upgrading of towns sewer into full water borne sewers. The 4 projects that are under implementation are as follows; Mqanduli Sewer, Lusikisiki Sewer, Flagstaff Sewer and Tsolo town sewer. The scope of works was for the construction of waste water treatment plants and related worksIn line with the resolution of the Water Summit of 2006, whereby a three stage approach to water services provisioning was adopted, the Municipality still continues to eradicate backlogs through the implementation of standalones and sub regional schemes. Some of the sub regional schemes planned are as follows:
- Ntsonyini Ngqongweni Water Supply. This is a multiyear project that started in the 2013/2014 financial year with a total MIG approved budget of R148m. Preliminary designs have been prepared and is expected to be implemented over 3 financial years. This is due to the source and bulk infrastructure requirements that need to be place before the actual households' connection.
- Phase 3 of the Flagstaff Regional Water Supply is being implemented at a cost of R83 million.
- Extension of Rosedale to Libode Water Supply. This project commenced in the 2012/2013 financial year and is expected to unlock the potential development in the town of Libode. Due to the water resource challenges affecting the Libode Town, water will be taken from Mthatha Dam, treated through the Rosedale Treatment Works (under design) and pumped to serve the town of Libode and surrounding villages. This project will later be merged into the Southern Scheme. The total approved budget for this project is R146m.
- Upgrade of the Mhlahlane Water Supply Scheme. The Upper Mhlahlane Scheme is an old project that entailed the supply of water to few villages in the KSD Municipality due to insufficient budget at the time. Due to the good yield of the source and the demand from nearby villages, this project was extended to cover additional villages in KSD ward 32. The scope of works includes the upgrading of the existing water treatment works to be able to meet the new demand from the source. This is also a multiyear project with an approved budget of R 147m.

- Coffee Bay Regional Water Supply. This project is an extension of the existing scheme to cover additional villages in KSD ward 24 and 25. The first phase of the project was funded by through the Regional Bulk Infrastructure Grant, which was for the bulk infrastructure. Phase 2 was funded through the Municipal Infrastructure Grant and it covered the first phase of the reticulation. The approved funding for this project is R113m and is implemented by the Amatola Water Board on behalf of the Municipality.

Through the KSD Presidential Intervention, the Municipality has been allocated an amount of R595m from the Regional Bulk Infrastructure Grant. This intervention is assisting the Municipality in its implementation of the Southern Scheme which seeks to optimally utilize the Mthatha Dam to serve

the KSD, Mhlontlo and Nyandeni Local Municipalities. The scope of work identified under this intervention includes; the modifications to the Mthatha Dam abstraction, Upgrade of the Thornhill Water Treatment works, upgrade of the raw water pipe line from the Mthatha Dam to Thornhill, bulk water infrastructure, upgrade of the Mthatha waste water infrastructure and the upgrade of the Mthatha sewer network infrastructure. This intervention will be counter funded through the Municipal Infrastructure Grant. Amatola Water is the implementing agent as per the recommendation by the Department of Water Affairs. The following are the sub projects that compose the KSD presidential initiative project;

- Thornhill to Airport Corridor. This project will supply sustainable water to the Mthatha Airport and future development around the airport, Bedford Hospital, Military base and surrounding villages. With the upgrade of the Mthatha Airport, a lot of development is expected in and around the airport and the Municipality will be ready for that in terms of water services provisioning. This project is now under Construction.
- Supply of water to the towns of Libode and Ngqeleni (Libode and Ngqeleni Corridors). This project will integrate the existing Rosedale to Libode Water Supply through provision of sustainable water supply to the town of Libode and surrounding villages. The current Mhlanga Dam is not coping with the demand, such that during drought periods the dam levels drop to zero.
- Rosedale to Nqadu Corridor. This project is intended to provide bulk infrastructure to supply water to Nqadu Dam, to augment the supply of water to the Sidwadweni regional scheme. This scheme is currently operating below RDP standards due to the reduction in supply from the Nqadu dam as it is also used for forestry activities.
- Thornhill to Mqanduli, via Viedgesville Corridor. The scope of works includes the provision of bulk infrastructure to supply water to the town of Mqanduli and surrounding villages
- Upgrade of the Mthatha Waste Water Treatment works and sewer reticulation. A number of housing projects are planned in the KSD Municipality, and have been delayed by the commitment from the District Municipality in terms of bulk sewer infrastructure. This project seeks to address that as well as eliminate the number of sewer spillages in the Mthatha River due to ageing and dilapidated infrastructure.

A consolidated water master plan was developed which seeks to integrate all the existing sub regional schemes into one District Wide Water Master Plan as well as review and update the sanitation master plan. The water master plan will also seek to optimally utilize the Ntabelanga Dam, which will be implemented by the Department of Water Affairs, to serve people from the Mhlontlo Local Municipality and parts of the Nyandeni Local Municipality and thereby releasing demand from the Mthatha Dam.

In terms of rural sanitation, the profile of all the wards in the Local Municipality has been completed. The next step is to take it further to the household level, in order to quantify the actual backlogs. In some villages that have already been covered there are new households that have been constructed which need to be quantified and planned for.

There are a number of schemes which were transferred from the then Department of Water Affairs which most of them are operating below their design capacity due to various reasons and constraints. With the budget of refurbishment that has been allocated, those schemes will be refurbished to their design capacity and ensure that there is continuous and sustainable water supply to the communities. In the execution of its function as a Water Services Authority, the Municipality faces the following challenges:

- Vacancies in the critical infrastructure posts. The municipality is operating with acting personnel as well as casual workers in critical infrastructure posts. This will affect the Municipality in a number of compliance issues, including the blue drop and green drop assessments. The Municipality does not meet the criteria set by the Department of Water Affairs in terms of human resource and skills required. Examples of critical posts include WSA Manager, Engineering Manager and process controllers. Furthermore, the diagnostic report compiled by the Department of Local Government, through its Municipal Infrastructure Agency (MISA), discovered that some of the challenges were exacerbated by the transfer of more than 400 unskilled employees from the Department of Water Affairs and Forestry as well as from the Local Municipalities during the MSA section 78 process. The district does not have the required skills to operate the water schemes and as such does not adhere to the drinking water quality regulations.
- A cycle of under expenditure on the Municipal Infrastructure Grant.

- Forward Planning – With the position of the WSA Manager being vacant for more than 5 years, there has been no one dedicated to the WSA planning. This resulted in the Project Management Unit doing both the planning and implementation function. This resulted in delays in the implementation of projects and also not making allowance for any unforeseen and unavoidable situations during project execution.
- Operations and maintenance (O&M) – the O&M budget for water services is currently way below the national norms and standards (8-10% of capital budget) which impacts on the effective and efficient response to disruptions in the delivery of water services.

The local municipality with the most access to a river/stream is the IIngquza Hill Local Municipality which has a total of 35 600 households which have access to a river or stream this consists of 63.4% of its total household that have access to water. The local municipality with the best developed regional/local water scheme is in the King Sabata Dalindyebo Local Municipality with a total of 42 453 households with this service this consist of 40.3% of all households that have access to water in that municipality.

The DM faces a number of challenges in providing water and sanitation services to all its inhabitants. These are summarized in Table 47 below:

TABLE 47: CHALLENGES IN THE PROVISION OF WATER AND SANITATION SERVICES IN THE O.R. TAMBO DISTRICT MUNICIPALITY

CHALLENGE	CAUSE
Huge Backlogs	Negligence of the area during the apartheid era. Topography of the area which makes it expensive for some areas to be services.
Old Infrastructure	Lack of refurbishment, and as result the infrastructure is being operated though it has far reached its design life span.
Infrastructure Capacity	Demand is in excess of available infrastructure due to rapid and unplanned growth and as such the infrastructure is over-strained which result in reduction of its lifespan
Non Functional on Schemes especially standalones	Water resource scarcity and reliability. Drought as a result of climate change.
Pollution in environment	Sewer effluent discharged is not of acceptable standard due to lack of resources to upgrade of infrastructure
Lack of energy supply	Has an effect on the capacity of the infrastructure to be provided as the dependency is on diesel which are limiting on type of infrastructure that should be provided.
High Level of Vandalism and theft	High unemployment.
Shortage of skilled personnel	High Level of illiteracy, and unable to attract skilled personnel from other area due to financial constraints.
Poor Maintenance of existing infrastructure	Low revenue-generation, as many of the District's inhabitants are unemployed, and as such there is dependence on grants, which are very small.
Lack of funds for infrastructure investment planning	Due to the rural nature of the District, funds for infrastructure development are only provided through Grant funding.

TABLE 48: EXISTING WATER SCHEMES

LOCAL MUNICIPALITY	FUNCTIONAL	NON FUNTIONAL	TOTAL
KSD	60	20	80
MHLONTLO	46	28	74
NYANDENI	44	63	107
PSJ	11	24	35
INGQUZA HILL	64	63	127
TOTAL	**225**	**198**	**423**

The following interventions have been recommended to address the challenges:

- Adoption of Regionalization as a best option to enhance storage and ensure local economic development: In the past year the District has been struck by a drought, which resulted in some of the majority of stand-alone schemes being non-functional. This has thus shown the extent of non-reliability of the standalone schemes;
- Upgrading of the town systems into full water-borne sewerage systems: This will ensure an environmentally-friendly situation;
- Acceleration of service delivery to reduce backlogs;
- Adoption of "Water Services' 10 Key Focus Areas" in an effort to improve in delivery of water services;
- Engagement of Water Boards: To assist in water services provision and skills through transfer of knowledge; and
- Engaging the JOBS Fund at the DBSA: Given that most of the inhabitants of the District receive free basic services, minimal revenue is collected from selling the service. As a result the DM is largely dependent on grants to perform its water services functions.

2.12.5 Provision of Sanitation Services

In terms of basic services provisioning, the Municipality has significantly reduced the rural VIP sanitation backlogs. According to the Water Services Development Plan, as reviewed and adopted by Council, the number of households still to be connected with VIP sanitation in 2016 was 78 968. This backlog, does not take into consideration, the eradication of the old corrugated iron structures that were implemented prior the Municipality adopting a standard design for the VIP sanitation toilet. This target is considering only those households that were never provided with a VIP toilet.

The DM developed a Sanitation Strategy in an effort to address its sanitation backlogs and challenges. The purpose of the strategy is to ensure that the issue of backlogs eradication is dealt with and that an appropriate sanitation model is provided to the communities/consumers for both urban and rural areas. The DM is also intending to upgrade all town sewer systems into full waterborne systems. As part of the Sanitation Strategy the Council adopted a standard pre-cast VIP structure in an effort to address quality and the size of the structure.

Only 1 (Mthatha town) out of 9 towns has got a full waterborne sewer system, which has now reached its design lifespan and has already exceeded its capacity. The wastewater treatment works was originally designed to accommodate 12Ml/d and the current flows are estimated above 18Ml/d with exclusion of flows that do disappear within the sewer network. At the time of transfer only one out of 23 sewer pump stations was functional, with other areas not connected within the network system. Other towns are currently using either Septic tanks and or conservancy tanks. The Mthatha Town Sewer System is currently undergoing an upgrade to 35ML/d and is expected to be completed by end April 2017. The plan is to decommission 18 out of 23 pump stations and will be replaced by gravity main. This will eliminate the spillage of those pump stations into the Mthatha river.

The DM has undertaken a number of projects regarding the sewerage system:

- Eighteen sewer pump stations have been refurbished and an additional four sewer pump stations are under refurbishment;
- In partnership with the DWA, the DM has refurbished the wastewater treatment works and is repairing/replacing sewer networks within Mthatha, increasing its capacity and ensuring that it is able to release effluent that meets the regulator's standards; and
- Also in partnership with the DWA, the DM managed to replace steel manhole covers with concrete covers and replace old AC sewer pipes.

The figure below demonstrates that the local municipality with the most households with access to a flush toilet is the King Sabata Dalindyebo Local Municipality which has a total of 35 582 flush toilets which translates to 33.8% of total households. In the IIngquza Hill Local Municipality pit toilets are the most commonly used with a total of 23 831 pit toilets is used, this consist of 42.4% of the municipalities total access to sanitation.

CHALLENGES
Challenges in terms of Sanitation can be summarized as follows:-

DRYING WATER SOURCES
South Africa is a semi-arid zone. The larger part of ORTDM rural villages' access water from standalone schemes. These schemes include boreholes, springs, weirs and other small schemes. During winter, these sources dry, leading to water shortages.

DILAPIDATED INFRASTRUCTURE

The ORTDM inherited old infrastructure from the Department of water Affairs. The infrastructure is aging. Pipe bursts more frequently, leading to water losses and sewage spillages. The budgets focus more on new capital infrastructure. There is limited budget for refurbishment, upgrading and operations and maintenance of the existing infrastructure.

SUPPLY VS DEMAND

The day to day expansion of communities causes high demand of water, whereas the supply from the water sources is limited. Rural Water Supply Schemes are designed to provide water at RDP standards (200m walking distance, 6KL/hh/month or 25L / c/ d).

ILLEGAL OR PRIVATE CONNECTIONS

Communities connect in the municipality infrastructure, illegally. These connections increase water demand, due to the fact that the households use water in excess of what is allocated to them. Water leakages due to poor workmanship during illegal connections are a cause for more water losses. In fact, the water schemes in the rural villages were not designed for a higher level of service. This is the phase that will come after every citizen of this country has access to basic level of service, or when the municipality has identified a pilot scheme to provide HLOS and collect revenue on the services provided. The pilot community will be determined by adequate source of water, high population density, affordability and other aspects.

REPORTING AND NON- REPORTING OF INCIDENTS

The Call Center was established to respond to all customer queries and complaints. The Office is in the CBD of Mthatha. Whenever the communities experience water outages, they must report through the toll free number of ORTDM (0800204067/ 047 531 0320 / 047 501 9106). The complaint is attended immediately after being reported. Plumbers are always on standby to respond to pipe bursts and other matters leading to water outages and sewage spillages.

Suggestion boxes are provided in all magisterial towns of the Five LMs. The purpose is to get the feedback from the community on how we can improve on our services

WATER CARTING

The ORTDM is utilising its own water tankers to deliver water for funerals in the areas where there are no water schemes. Water is also delivered where the JOJO tanks have been installed by the municipality, but due to high demand, the District Municipality did not manage to fill all tanks as it is expected. It is also too expensive to hire private water carting tankers.

SPRINGS PROTECTION
Some funds have been set aside to construct springs in the entire ORTDM. This is a short-term arrangement, whilst the ORTDM is planning sustainable regional schemes. The springs were identified and the municipality is implementing them in various areas of ORTDM.

MTHATHA SEWAGE SPILLAGES
The upgrading of Mthatha Waste Water Treatment Works will reduce spillages in town. Sewer pump stations are upgraded and most decommissioned so as to pump sewage to the treatment works effectively and efficiently. Bylaws are in place to curb and minimise the pollution. Outfall sewers are also being upgraded, e.g. Northern outfall Sewer in Northcrest. Sewer reticulation system is under

upgrade. The new building structures and roads infrastructure construction also contribute to sewer pipe outbursts**.**

Other challenges include

- Land Claims
- Violation of bylaws by developers (Buildings in our servitudes)
- Leakages from households (unattended)
- Car Washes (no silt traps) leading to blockage of our pipes
- Restaurants and hair salons have no fat traps (Fats blocking our sewer pipes)
- Caravans on top of our infrastructure
- Vandalism of infrastructure
- Electricity cable theft (Mthatha Dam)

2.12.5.1. SUB REGIONAL SCHEMES

The Municipality has implemented stand alone and sub regional schemes that will later be integrated to the regional schemes, in line with the strategic vision of the Municipality on water services. The following are some of the sub regional schemes that have been constructed:

- The Sidwadweni Water Supply Scheme supplies rural villages in Mhlontlo and Nyandeni and more than R200million has been spent to date. The scope of works includes the abstraction of water from the Nqadu Dam, construction of the water treatment works, reticulation to the rural villages as well as supply of water to the Tsolo hospital. Another phase is currently under investigation to augment the Nqadu Dam which is drying out especially during winter season. This project is also planned to be incorporated in the Ntabelanga Dam in order to ensure a sustainable supply of water. This phase has since been completed, but a new phase that will serve the Tsolo Town is under planning for both RBIG and MIG Funding.
- The Mvumelwano Water Supply Scheme under the Mhlontlo LM, serves more than 7000 households in Qumbu, including the town. More than R150m has been invested in this project and the last phase is currently under construction. The scope of works includes abstraction of water from the Tsitsa River, water treatment plant as well as reticulation to rural villages in Mhlontlo Municipality. The town of Qumbu will also be supplied through this project. This regional Scheme has since been completed, but due to Illegal Connection, it makes it difficult to supply the Qumbu Town.
- The first 3 phases of the Port St John's Regional Water Supply have been completed to serve a total population of 8 428 in the PSJ Local Municipality. The construction of the dam is currently under way and on completion of the Abstraction works, the whole scheme will be functional. Infrastructure worth more than R100 million has been invested in this project. The abstraction works Contract is on hold due to a poor performing Contractor.
- The Flagstaff Water Supply under Ingquza Hill LM is currently under construction to serve 30 407 households in the rural villages of Flagstaff and the Flagstaff town. R325 million is approved for this project. The scope of works includes, the construction of an off channel dam, water treatment plant as well as village reticulation. The first two phases of this project are nearing completion and were focused on source development, construction of a water treatment works and bulk infrastructure. Phase 3 of the project with a project value of R83 million is for village reticulation and ensuring that the households do receive sustainable water services. Three Contracts were awarded for the Completion of Flagstaff Regional Phase 3, these Contracts are under Construction, and will be Completed in June 2017. The Major Problem in the Flagstaff Regional is the Eskom Connection, of which the Eskom has been applied and paid for in 2014, and Eskom has not connected the power to date.
- The Coffee-Bay Water Supply under King Sabatha Dalindyebo supplies Coffee-Bay and the surrounding 38 villages. More than R110million has been invested in this project. The extension of this project is on construction to further supply 48 villages in the former ward 23 and 24 of the KSD Local Municipality. The scope of works includes abstraction of water from the Mthatha River, water treatment works and village reticulation.
- Ntsonyini Ngqongweni Water Supply. This is a multiyear project that started in the 2013/2014 financial year with a total MIG approved budget of R148m. The project is currently on design and is expected to be implemented over 3 financial years. This is due to the source and bulk infrastructure requirements that need to be in place before the actual households' connection. An off channel storage dam is planned to be constructed around the Umzimvubu river and Umzimvubu

River will supplement the Off Channel Storage Dam, but Costing has increased due to Geotechnical Studies.

- Extension of Rosedale to Libode Water Supply. Due to the water resource challenges affecting the Libode Town, water will be taken from Mthatha Dam, treated through the Rosedale Treatment Works and pumped to serve the town of Libode and surrounding villages. This project will later be merged into the Mthatha Dam regional water supply. The total approved budget for this project is R146m. This Project is almost Complete, but a new phase has been presented and appraised in the DWS ECTAC on the 07th of February 2017 for Implementation in the 2017/2018 FY. It will provide reticulation around the Bulk line area to avoid and minimize vandalism on the Bulk Pipelines.
- The Upper Mhlahlane Scheme is an old project that entails the supply of water to few villages in the KSD Municipality due to insufficient budget at the time. Due to the good yield of the source and the demand from nearby villages, this project was extended to cover additional villages in KSD ward 32. The scope of works includes the upgrading of the existing water treatment works to be able to meet the new demand from the source. This is also a multiyear project with an approved budget of R 147m and completion is expected in the 2015/2016 financial year. The Upper Mhlahlane Project is almost Complete, with the upgrading of the Water Treatment Plant, but a new Upper Mhlahlane project was presented and appraised in the DWS ECTAC on the 07th of February 2017 for implementation in the 2017/2018 FY, this will incorporate the villages of Mputi.

2.12.5.2. KSD PRESIDENTIAL INTERVENTION

KSD Presidential Intervention is currently under Construction. The scope of work identified under this intervention includes; the modifications to the Mthatha Dam abstraction, Upgrade of the Thornhill Water Treatment works which has since been completed, upgrade of the raw water pipe line from the Mthatha Dam to Thornhill has since been completed, bulk water infrastructure, upgrade of the Mthatha waste water infrastructure which will be completed in April 2017 and the upgrade of the Mthatha sewer network. In the 2012/2013 financial year the Municipality procured steel pipes to be used in the construction of this project which have been used on the Mqanduli Corridor, and some of the pipes were stored at Enkululekweni. In the 2014/2015 financial year the Municipality then appointed contractors to lay the steel pipes. Contractors are now on site and construction is in progress. The following are the sub projects that compose the KSD presidential initiative project;

- Thornhill to Airport Corridor. This project will supply sustainable water to the Mthatha Airport and future development around the airport, Bedford Hospital, Military base and surrounding villages. With the upgrade of the Mthatha Airport, a lot of development is expected in and around the airport and the Municipality will be ready for that in terms of water services provisioning and is 95% Complete in terms of Construction..
- Supply of water to the towns of Libode and Ngqeleni. This project will integrate the existing Rosedale to Libode Water Supply through provision of sustainable water supply to the town of Libode and surrounding villages. The current Mhlanga Dam is not coping with the demand, such that during drought periods the dam levels drop to zero. This Contract Was awarded in the 2016/2017 FY and is currently under Construction and is expected to be completed in December 2017.
- Rosedale to Nqadu Corridor. This project is intended to provide bulk infrastructure to supply water to Nqadu Dam, to augment the supply of water to the Sidwadweni regional scheme. This scheme is currently operating below RDP standards due to the reduction in supply from the Nqadu dam as it is also used for forestry activities.
- Thornhill to Mqanduli, via Viedgesville Corridor. The scope of works includes the provision of bulk infrastructure to supply water to the town of Mqanduli and surrounding villages and is 90% Complete, with Pumpstations still to be done.

Upgrade of the Mthatha Waste Water Treatment works and sewer reticulation. A number of housing projects are planned in the KSD Municipality, and have been delayed by the commitment from the District Municipality in terms of bulk sewer infrastructure. This project seeks to address that as well as eliminate the number of sewer spillages in Mthatha due to ageing infrastructure. This project is under Construction and is expected to be completed in April 2017.

2.12.5.3. PIPE REPLACEMENT

The pipe replacement project forms part of the KSD Presidential Intervention projects together with their catalyst projects have been earmarked for infrastructure development and socio economic development

in the OR Tambo District. The main objective of the project is to implement the pipe replacement due to structural and hydraulic capacity constraints together with water fluctuation surveillance system. The following contracts are currently under construction:

- **Mthatha Pipe Replacement: Lower Fortgale**

The scope of works includes the replacement of old asbestos pipes with new PVC pipes at Fortgale to improve the level of service and reduce the number of pipe bursts. Construction is complete (100% complete) and it has been completed by the end of September 2014.

- **Mthatha Pipe Replacement: Ikwezi**

The scope of works is the same as the Lower Fortgale contract as it includes the replacement of the old asbestos pipeline with MPVC. This contract is has been completed by September 2015.

- **Mthatha Pipe Replacement: CBD (York & Madeira)**

With this contract, progress has been slow as the CBD is always busy. Work on these streets is therefore still on hold, due to insufficient funds as there are many services and in the CBD, and the Quotes came back higher than what was anticipated due to high costs like Accommodation of traffic, and relocation of other services.

- **Mthatha Pipe Replacement: Nelson Mandela Drive**

Work in the Nelson Mandela Drive is 90% complete and has since been put on hold due to the work that is done at the Museum. Pipelines that are still to be replaced under this Programme include Upper Fortgale, kwaMpuku, Ncambedlana and the Maydene Farm. The total budget approved for this project is R80 million.

2.12.5.4. RURAL SANITATION

In terms of rural sanitation, there is significant progress by the district municipality in eradicating the backlog. All the wards, in these Municipalities are either partially covered, fully covered or they have the old zinc structure which was implemented prior the approval of the pre cast structure as the standard design for the district. . The Municipality has prepared business plans for the remainder of the wards and for the completion of those wards that are partially covered evaluating growth and prepare applications for funding to deal with future growth.

2.12.5.6. REGIONAL SCHEMES PLANNED FOR O.R. TAMBO DM

There are three Regional Water Schemes planned for O.R. Tambo District Municipality. Once these schemes are funded and implemented, water shortages in O.R. Tambo will be history. The schemes are Mthatha Dam, which will provide 100% coverage to KSD and Nyandeni Local Municipalities, respectively. Mthatha Dam will also cover 5% of Mhlontlo Local Municipality. This project is under construction. Pipes to Ngqeleni and Libode towns have been laid and are under ground. On the Mqanduli corridor, pipe laying is in progress. Pipe laying towards the airport is also in progress.

The second Regional Water Supply Scheme is Ntabelanga Dam, which is in planning stage and has been prioritised by the Presidential office, as a Special Intervention Project. This dam will cover 95% of Mhlontlo Local Municipality.

The third and the last Regional Water Scheme is Mzintlava, which will cover 100% of both Ingquza Hill and Port St Johns Local Municipalities. This is also in planning phase. Once these schemes are completed, they will be connected to the existing standalone schemes, so as to ensure sustainable water provisioning.

The District Municipality is in the process of developing Wall to Wall Water Services Master Plans. These plans will give details on backlogs and will also highlight the water services demand. The advertised plans (Operations & Maintenance Plans, Water resources Master Plans, Water Services Development Plan etc.) which will feed into the Master Plan (CIP) that will be developed.

There are other schemes that are under planning where they will assist the District Municipality to eradicate the water backlog. These projects are planned over a 4 to 6 year plan. These schemes are:

Kwa Nyathi Regional Water Supply Scheme. This scheme is under planning and the Municipality is applying for funding for the preparation of a Technical Feasibility study to preliminary designs. This scheme is focusing on eradicating backlogs into 6 wards in the Port St Johns Municipality and 4 wards in the Ingquza Hill Local Municipality. The Exploration of the Nxuzi River off Chanel Storage Dam that will be supplemented by the Mzintlava River.
Msikaba Regional Water Supply Scheme. This scheme is under planning and the Municipality is applying for funding for the preparation of a Technical Feasibility study to preliminary designs. This scheme is focusing on eradicating backlogs into 5 wards in the coastal side of the Ingquza Hill Municipality. This Project will explore the Off Chanel storage Dam at the Hlwahlweni River Supplemented by Msikaba River.

Both these Projects were presented and appraised on the DWS ECTAC Committee on the 07th of February 2017 for Recommendation and MIG Funding to do Technical Feasibility Study.

4 projects are currently under implementation from the 2013/2014 financial year, for the upgrading of towns sewer into full water borne sewers. The 4 projects that are under implementation are as follows; Mqanduli Sewer, Lusikisiki Sewer, Flagstaff Sewer and Tsolo town sewer. The scope of works was for the construction of waste water treatment plants and related works. In the 2015/2016 financial year, the focus will be on the construction of Outfall sewer networks and household sewer reticulation and connections. Mqanduli town is expected to be completed at the end of the 2014/2015 financial year connecting 1500 households to full water borne sewer. For the towns of Port St John’s and Libode, the projects are at detail design stage and construction is expected to commence in the 2015/2016 financial year. For the remainder of the O.R. Tambo towns business plans will be prepared for funding applications in the 2015/2016 financial year.

Mqanduli Sewer is on hold due to households that are refusing with the use of Servitude, Lusikisiki Sewer is under Construction (95% Complete), Flagstaff Sewer is on hold due to the Executrix and Business rescue, and Tsolo Sewer is under Construction, and is expected to be complete in September 2017.

2.12.6 Roads and Public Transport Infrastructure
The Department of Roads and Transport, together with the DM, have developed an Integrated Transport Plan for the District. This plan was approved in July 2011. In terms of the approved District ITP, 78 projects have been identified that should be implemented in the O.R. TAMBO DISTRICT MUNICIPALITY to address the transport-related needs of the area. The required budget over a period of five years, for the ITP is R522 846 000.00. Detail on the expenditure is provided in the District ITP. A number of the national, provincial and district roads are currently being upgraded or undergoing major refurbishment. Work continues on the main roads in the District, the N2 road from East London to Durban, and the R61 from Queenstown to Port St Johns.

Out of the 78 projects the following projects have been implemented:

1. Development of the Integrated Transport Plan
2. Review Transport Planning Department's structure and resources
3. Place a moratorium on the issue of new Operating licenses in terms of Section 39(1)(b) of the NLTA
4. O.R. Tambo DM has involved Law Enforcement agencies and Safety & Security in the District Transport Forum.
5. That the ORTDM should remain in the know with developments regarding scholar transport and participate in negotiations in an effort to reintroduce services where it is a high priority in terms of numbers and travel distances
6. Implementation of Mthatha airport runway upgrade
7. Develop and implement a Pavement Management System, including an inventory of PT facilities, determine traffic counting stations
8. Ensure development of roads master plan for each LM in ORTDM which includes, survey and surfacing of access roads to hospitals, clinics and schools, surfacing of PT routes, and takes into account the Land use strategies of the ORTDM
9. Develop a land-use management strategy – This should be done through the SDF
10. Road Safety awareness programmes.

11. Development of a N2 by-pass through Mthatha CBD; thus, conduct a feasibility study to establish the most beneficial route
12. Develop an IPTN framework for the ORTDM, after the development of the ECDOT's PIPTNMP. That includes the following: Feasibility studies on infrastructure and facilities, Research of solutions to PT services, negotiated contracts, congestion at PT facilities, route coding and scholar services.
13. The ORTDM should actively support the ECDOT in the reintroduction of the Kei Rail project.
14. A full project to develop an IPTN framework is recommended, including negotiated contracts with current public transport operators.
15. That the public transport system be re-designed to resolve congestion around taxi ranks and the upgrading of the taxi ranks with full facilities specifically for the service centres of Mthatha and Mqanduli. (IPTN)
16. Project to establish formal business entities (e.g. co-operatives) in the taxi industry
17. Training of drivers, operators and administrators of public transport vehicles.

Priority projects identified in the preparation of the DITP
The very low historical investment in the access road network in the District has resulted in very poor access to the major road routes (see Table 49 below). This not only isolates already impoverished communities from important livelihood socio-economic opportunities, but also inhibits economic development, making it expensive and difficult to move inputs and outputs from many of the parts of the District. This function has now been transferred to LMs. Although this is no longer a function of the DM, strong relations between the DM, Provincial Department of Roads and local municipalities need to be maintained in order to improve the state of the District's roads especially those that inhibit access to social facilities such as hospitals, clinics and school.

TABLE 49: THE CURRENT STATUS OF ROADS IN THE O.R. TAMBO DISTRICT MUNICIPALITY

Road Category	Number of kms in the District	Responsible Authority
National	136	National Roads Agency
Provincial	497	Provincial Dept of Roads and Public Woks
District	2, 792	Regional Dept of Roads and Public Works
Access Roads	2, 957	District and Local Municipality
Street and Internal	Unconfirmed	Local Municipalities

Condition	Distance (km)	Percentage (%)
Very Good	738	13
Good	2 345	41
Fair	2 129	37
Poor	452	8
Very Poor	82	1
Total	**5 746**	**100**

Condition	Gravel Roads (%)	Paved Roads (%)
Very Good	1	5
Good	10	5
Fair	10	10
Poor	10	30
Very Poor	60	40
Total	**100**	**100**

A specific priority in the District is the construction and maintenance of gravel access roads in rural areas. This category of roads is funded through the Municipal Infrastructure Grant (MIG) and Equitable Share funds. On average, 500 km of access roads are constructed or maintained per year in the district. Table 49 provides an overview of the quality of roads in the District and an extent of what still needs to be done.

The department of transport focus area are; public transport, transport safety as well as Maths and science. The Maths & science project was initiated as a result of the shortage of engineers in all sectors but more importantly the transport sector. This Maths and Science project runs every year from February to October. Currently this project is focused around the KSD local municipality as a result of budget constraints. There is however a limited budget to engage school
The Department of Transport has the following projects:-

- The scholar transport project: There is no budget for compensation of employees except the payment of service providers. Currently scholar transport project resides at the Head Office and the districts are responsible for monitoring of dropping and picking of learners to and from the schools. Currently 97 schools are benefiting in O.R. Tambo district area.
- Shova –Kalula National Bicycle Project: the donation of bicycles project aims to eliminate unacceptable long walk learners have to travel to and from schools. In an effort to improve learner's results at the end of the year this project was introduced in schools and currently 80 learners in the district received bicycles.
- Improve road safety awareness of vulnerable road users such as pedestrians, passengers and drivers. This is road safety awareness is extended to communities through the roll out of Community Road Safety Council operations. The level of participation in these awareness campaigns is strengthened through stakeholder engagement.
- Impart safe driving and instill the culture of road safety to learners through the Learner Driver Education Programme.
- Improve road safety awareness and driving skills targeting public transport operators and other drivers.

TABLE 50: CURRENT AND ONGOING PROGRAMMES

LOCAL MUNICIPALITY	PROGRAMME	IMPACT	BENEFICIARIES
KSD	Maths & Science	Improved Maths & science results of learners	Grade 10, 11, 12 learners in KSD schools
Nyandeni	Scholar Transport	Better results for learners. Job creation for service providers	Learners at 34 schools
K.S.D	Scholar Transport	Better results for learners. Job creation for service providers	Learners at 28 schools
Mhlontlo	Scholar Transport	Better results for learners. Job creation for service providers	Learners at 20 schools
IIngquza Hill	Scholar Transport	Better results for learners. Job creation for service providers	Learners at 15 schools
KSD, Mhlontlo, Nyandeni. Port St John's and Ingquza	Scholar patrol	Road safety knowledge and understanding; Assistance of learners to cross safely near their school by other learners under the supervision of an adult.	Learners from grade R to grade 9
King Sabata Dalindyebo, Mhlontlo, Nyandeni. Port St John's and Ingquza	Junior Traffic Training Centre	Learners are trained on how to use the road safely as safe and independent road users.	Foundation phase learners
King Sabata Dalindyebo, Mhlontlo, Nyandeni. Port St John's and Ingquza	Child in Traffic	Learners are trained on how to use the road safely as safe and independent road users.	Foundation phase learners

LOCAL MUNICIPALITY	PROGRAMME	IMPACT	BENEFICIARIES
King Sabata Dalindyebo, Mhlontlo, Nyandeni	Community road safety council	To strengthen stakeholder involvement in road safety programmes	Broader community through organised community structures
King Sabata Dalindyebo, Mhlontlo, Nyandeni. Port St John's and Ingquza	Stray animal management	To create awareness about stray animal accidents and educate stockowners and rangers about stray animal management.	Stockowners, communities, herd-boys, farmers and rangers.
King Sabata Dalindyebo, Mhlontlo, Nyandeni	Driver training and education	To promote road safety awareness to drivers through education.	Heavy vehicles, Taxi drivers and operators.
King Sabata Dalindyebo, Mhlontlo, Nyandeni. Port St John's and Ingquza	Pedestrian Safety	Educate pedestrians through mass media activities	Pedestrians and commuters
King Sabata Dalindyebo, Mhlontlo, Nyandeni, Port St John's	Driver training and education	To promote road safety awareness to drivers through education.	Heavy vehicles, Taxi drivers and operators.

Some of the challenges experienced in the implementation of these programmes include limited funding and resources, expired scholar transport contracts as well as the lack of infrastructure.

2.12.7 Non-motorised Transport

Non Motorised Transport is defined as any form of transport or mobility that does not rely on electrical and/or fuel combustion-driven propulsion mechanisms. It includes modes such as walking, cycling, wheelchairs, handcarts, rickshaws and animal-drawn vehicles (e.g. horse-drawn and donkey carts). In the O.R. Tambo District Municipality there is generally very little provision for pedestrian and bicycle travel. Sidewalks are generally in a poor condition and full of potholes.

TABLE 51: CONDITION OF PAVED AND GRAVEL ROADS IN O.R. TAMBO DISTRICT MUNICIPALITY

Condition	Gravel Roads (%)	Paved Roads (%)
Very Good	1	5
Good	10	5
Fair	10	10
Poor	10	30
Very Poor	60	40
Total	**100**	**100**

In improving on this situation and providing effective NMT facilities, the following five guiding principles are observed:

- Safety: Maximise the safety of NMT users in relation to other road users, as NMT users have a high degree of vulnerability due to nature of the way they travel.
- Coherence: A coherent and continuous NMT network, linking all origin and destination points such as settlements and public transport routes with/or public amenities for the user and not just an ad hoc facility that ends abruptly in the middle of nowhere, must be created
- Directness: Create a direct route from origin to destination without significant detour to cause the user to ignore the facility. A good guide for these routes is what is referred to as "desire lines" in transport terms. A desire line is an informal track/walk or cycleway next to a road or over a vacant piece of land between a specific origin and destination – normally the shortest distance between the two and in most instances diagonal

- Attractiveness: Plan and execute NMT facilities in such a way that they make NMT travel attractive and safe from criminal elements or other road users during both day and night.
- Comfort: Ensure a smooth, quick and comfortable flow of NMT routes and traffic without excessive gradients or uneven surfacing and with adequate and appropriate amenities.

NMT Infrastructure elements consist of the following:
- Ways: Considerations include how to best locate these routes and the type of infrastructure that would be most appropriate. For example, bicycle lanes are demarcated routes on a road where space is allocated to cyclists. Bicycle roads, on the other hand, are routes set aside for cyclists, but the pathway provided is separate from the road, running either adjacent to the road or on a separate alignment away from a road. Sidewalks are an example of typical urban infrastructure on a pedestrian route.
- Crossings: When pedestrians or cyclists must cross a trafficked road, the safety of the crossing becomes very important. The vulnerability of NMT users in comparison to a vehicle makes the provision of safe crossing facilities vital.
- Amenities: Amenities for NMT users are often forgotten. These are any tangible or intangible benefits, especially those that increase attractiveness, or value, or that contribute to comfort or convenience. Amenities include bicycle lock-up facilities, lighting, benches, ablutions, and water (for people and for draught animals).

With a clear understanding of the principles, elements and a good grasp of what the ideal is for a NMT network and amenities, the N2 and very small sections of the R61 around Mthatha have been examined in terms of formal and informal NMT Infrastructure, as part of a desktop exercise. These findings will indicate how well the O.R. Tambo District Municipality is performing in terms of providing NMT networks and amenities under their auspices. For this purpose, the register below indicates the NMT network and amenities along the indicated routes and streets within Mthatha, as the biggest town in the District, and O.R. Tambo District Municipality as a whole. The O.R. Tambo District Municipality includes NMT in its planning by identifying needs in the District ITP, but implementation does not fall within the ambit of the DM.

2.12.8 Railways

A major infrastructure project in the District is the Kei Rail initiative, aimed at revitalizing the rail line from Mthatha to East London. Substantial investment has been made in re-commissioning this rail line. It is envisaged that this rail line will be the central economic driver underpinning the Kei Development Corridor, i.e. a Developmental Zone running through the District.

2.12.9 Airports

Mthatha Airport is fully functional and compliant with Civil Aviation Authority (CAA) safety standards. Recently there has been a 23 % increase in its passenger flow. Utilisation of the airport has improved and there is now a proposed regular passenger service between Mthatha and Bhisho Airports. Mthatha Airport has three scheduled flights a day between Mthatha and Johannesburg by Air Link. A second airline, known as Interlink, is in the process of conducting tests on the route between Mthatha and Johannesburg. Plans are currently underway for the upgrading of the Mthatha airport so that it becomes a more attractive destination for airlines, businessmen and tourists.

Future Airport Usage

Discussions and consultations are taking place to get more airlines for the Johannesburg-Mthatha and Mthatha-Durban routes. An important goal is to link Port Elizabeth to Mthatha via Bhisho Airport with the service geared for faster movement between the three (3) areas. Further to the usage is a proposed linkage with the proposed development of Port St John's 1.2 kilometer landing strip.

Capacity

The airport currently has a 2 kilometer runway which accommodates Boeing 737 aircraft that can carry 150 passengers. In the current upgrading process of this airport, the first phase includes the construction of a much bigger fire station that will accommodate two big fire engines worth R2.5 million. This will assist in increasing the airport's emergency capacity and improve its grades from four to six. When completed the airport will consists of, among others, an extended VIP lounge, new premises for five car hire companies, curio shops and restaurants. Another addition to the airport is a secondary tarred runway. This runway was not part of the initial plan but is due to the anticipation of high volume of movements of aircrafts and economic demand in the area. For these purposes an

unused runway will be refurbished for this. The fact that most passengers travelling to Mthatha are for business purposes means that there is potential opportunity for restaurants and coffee shops at the airports.

Constraints
Constraints at the runways at Mthatha Airport need reinforcement to accommodate the increased traffic flow that will result from increase commercial activity and tourism in the area.

Success Factors
The South African National Defence Force (SANDF) has taken up the project as its initiative to up-grade the airport runway to that of an international standard which will then make it possible for all kinds of aircraft being able to use the airport.
Current projects the district is involved in:

1. The DM is conducting a total overhauling of its District Integrated Transport Plan for 16/17 to 22/23, this document is going to be reviewed annually for a period of 5years. (R798 000)
2. IPTN draft is going to be presented on 16 February 2017 for inputs from members of the Integrated Transport Coordinating Committee (TTC)
3. Construction and maintenance of 2KM of roads and walkways comprised of Zanemali, Errol and Progress Street. (R24 M)
4. Cooperatives have been capacitated through business development as a container and equipment for a tyre fitment centre has been donated to the Mqanduli Taxi Cooperative to sustain the existence of the cooperative.
5. The District Municipality is finalizing its Rural Road Asset Management Systems (RRAMS) that has been developed for the assessment of our road pavements and bridges in the Local Municipalities and this programme is coming with benefits for unemployed graduates who have been trained on road assessments and bridges and they are going to be absorbed by the Local Municipalities.

2.13. HOUSING DEVELOPMENT

2.13.1 Backlog
O.R. Tambo District Municipality has a housing backlog of about 158 143. Nyandeni LM has the highest number of backlogs at 41 892, whilst PSJ and KSD are the lowest at 22 000 respectively. The table below outlines the backlogs per the Census results of 2011.

Table 52: Housing Backlog (Census 2011)

LOCAL MUNICIPALITY	BACKLOG
Ingquza Hill	33 502
King Sabata Dalindyebo	22 000
Mhlontlo	38 749
Nyandeni	41 892
Port St Johns	22 000
GRAND TOTAL	**158 143**

Table 53: ORTDM Housing Delivery Performance
The housing function is performed by the provincial department of Human Settlements. There are various programmes which are being implemented by the department in the delivery of houses and these include:

- Provision of services;
- Construction of top structures; and
- Rectification

The district municipality and the LMs are involved in land identification and preparation, settlement planning, beneficiary administration and compiling of business plans for housing provision. The table below outlines the performance results against the various housing projects being implemented in the district.

KEY PERFORMANCE INDICATOR	2014/2015 ACHIEVEMENT	2015/2016 ACHIEVEMENT	2016/2017 PROGRESS (END JAN 17)
FULL SERVICES	0	1035	40
PARTIAL SERVICES	2715	3111	2457
HOUSES	1781	2870	2483
RECTIFICATION	369	235	261
EXPENDITURE	R 217 931 315	R 414 647 011	R 331 344 080

2.13.2 Traditional dwellings

Traditional dwellings dominate the inadequate housing in the District. However, there are some debates as to the extent to which traditional dwellings, which have been used in the District for centuries, can be classified as "inadequate housing". In terms of policy directives and statements of policy intent by the MEC of the Department of Human Settlements, the Department does not view traditional dwellings as inadequate, and hence constituting to the backlog. The concretization of appropriate policy measures in this regard received attention when the Department adopted a two-pronged strategy aimed at (1) dealing with the housing issue in traditional areas, and (2) developing guidelines to address rural housing needs and inform the associated policy directives.

It must be noted that while many traditional dwellings provide good standards of shelter and comparable in quality with formal dwellings, around two-thirds of households in the rural traditional housing in the ORTDM are without access to basic household services, such as, piped water, sanitation, electricity and proper accessibility. There is therefore a backlog in the basic services required to make living in these physical structure sustainable and conducive for human habitation. Additionally, no formal housing development procedure is applied in the delivery of such houses, for example, approved building designs approvals, environmental issues and considerations and town planning regulations.

If the traditional houses are considered as being adequate housing, then inadequate housing within the District stands only at 8%. However, it is suggested that until such a time that a proper rural housing needs figure for the District has been determined which includes access to basic household services, these traditional dwellings should be included in the inadequate dwelling category, not for the reasons of quality but rather due to the drive towards modernization and equity, as more people within the communal and tribal areas decide to exercise their constitutional rights in order to access what is considered as a more contemporary lifestyle.

2.13.3 Adequate Housing

Progress in the provision of adequate housing has been marked in the District. A high proportion of households in these municipalities live in rural areas. Progress has been especially marked in municipalities under OR Tambo DM jurisdiction since 2001. Department of Human Settlements has made the following commitments for ORTDM:

Table 54: OVERVIEW OF OR TAMBO COMMITMENTS

	APRIL TO AUGUST 2016	
DESCRIPTION	**NUMBER OF PROJECTS**	**REMAINING COMMITMENT VALUE ON HSS**
ORDER BOOK	103	R 2 224 103 000.00
CATAGORIES OF PROJECTS		
PROJECTS WITH NO MOVEMENT IN 3 YEARS	25	R 379 460 000.00
PROJECTS NO MOVEMENT 2016/2017	37	R 315 600 000.00
RUNNING PROJECTS STEADY PACE (SPENT BELOW R5m IN 1ST 5 MONTHS)	30	R 947 077 000.00
RUNNING PROJECTS FAST PACE (SPENDING ABOVE R5M IN 1ST 5 MONTHS)	11	R 581 966 000.00

Table 55: REGIONAL ANNUAL KPI TARGETS

ORT REGION	BUDGET 14/15	BUDGET 15/16	BUDGET 16/17	BUDGET 17/18	BUDGET 18/19	TOTAL
BUDGET	R 319 996	R 441,254	R372 204	R 298 888	R 284 406	R 1,716,748
UNITS	1781	2870	2718	1563	2758	11 690
SITES	2715	4146	2967	1563	2630	14 310

2.13.4 Supporting the Urban Renewal Program

The layout plans for new settlements in urban areas in many cases promote urban sprawl. There is a need to promote densification and integration of previously excluded groups into the city and the benefits it offers, and to ensure the development of more integrated, functional and environmentally sustainable human settlements, towns and cities. One aspect of this process can be achieved through supporting urban renewal and inner city regeneration. The District has one urban renewal project – the Ngangelizwe project supported by Presidential intervention program.

The department of human settlements approved funding (Ngangelizwe 1850 informal settlement upgrading project) for the rehabilitation of dilapidated roads (and associated storm water) within Ngangelizwe Township and the progress is currently at approximately 70%.
The developer for the Ngangelizwe 1850 informal settlement upgrading project is the KSD Municipality. The department of human settlements approved funding (Ngangelizwe destitute 200) for the construction of 200 low cost housing units using alternative building technology and the progress is that 23 houses were completed until the contractor surrendered the project.
The department of human settlements is the developer for Ngangelizwe destitute 200 project.

2.13.5 Land Issues

The O.R. Tambo District Municipality is characterised by freehold tenure in the towns and communal tenure in the rural areas. In general terms, the stability of freehold title in the urban settlements makes it easier for formal, large-scale investments and settlement development to occur. The communal owned land areas, on the other hand, do not offer security of tenure, hence large scale investment, including housing development, by private sector is generally more difficult to undertake, and in these areas, informal development tend takes place without conventional security of tenure.

Communal land is held in trust by the Minister of Rural Development and Land Reform (DRDLR), but also regarded by government as co-owned by the local community. Although it is considered to belong legally to the State, it is held by individuals under PTOs, under customary tenure, by quitrent

grants, and occasionally, but rarely, by lease. An individual's rights on land are protected by the Interim Protection of Informal Land Rights Act (IPILRA) (PSDP, 2010). The majority of the land in communal areas is un-surveyed and unregistered, and the basic spatial unit is the Administrative Area, which was previously known as 'locations' or 'ilali'. The procedures to be followed in securing land for housing development within these communal areas are very cumbersome and take a very long time to complete.

2.14 EXPANDED PUBLIC WORKS PROGRAMME

The District designated a Political and a Technical champion for the programme. The programme has improved in reporting, even though there is still a huge room for improvement. All Departments have selected departmental representatives to coordinate the activities according to EPWP sectors. The Provincial and National Department of Public Works conducted an induction session for the District and data captures on electronic reporting system of Public Works have been allocated to the District. The Regional Steering Committee composed of Line function Departments of the region, Local Municipalities and the District Municipality is sitting and has the Terms of Reference. This is co-chaired by the DM and the Regional office of Public Works and Transport. As a requirement, the District is in the process of developing an EPWP policy that will guide everyone on the implementation of the programme.

All local municipalities in the District, including the district municipality have signed EPWP Protocol Agreements as well as the incentive grant with Public Works. The protocols are signed by Mayors, or Municipal Managers when delegated to do so by the Mayor. Only KSD municipality has not signed the incentive grant as yet and is expected to do so soon. These agreements seek to improve working relations between municipalities and the Department of Public Works. There are technical teams that are assigned by Public Works to give support to municipalities.

Challenges

The O.R. Tambo District Municipality is known for under-reporting and underperforming in this programme. The reasons for this are as follows:

- There was no proper coordination and integration of the programme within the DM – the four different EPWP sectors were not sitting;
- Other than for infrastructure, EPWP sectors were not reporting to the Province and projects were not captured in the reporting system; and
- There is no specific EPWP Model for the District that could ensure large-scale job creation.

2.15 SPECIAL PROGRAMMES

The objective of this department is to improve access to empowerment opportunities and social welfare of all vulnerable groups and indigents.

2.15.1 The Special Programmes Unit

The O.R. Tambo District Municipality established Special Programmes Unit in 2000. Existence of the Special Programmes is based on Chapter 9 of the Constitution of the Republic of South Africa (1996), White Paper on Local Government (1998) and other many pieces of legislations and government policies which promote the wellbeing of all vulnerable population groups. The specific mandate of the Special Programmes Unit is to spearhead the mainstreaming of all programmes aimed at improving the lives of vulnerable groups (youth, women, children, people with disabilities and elderly) in order to ensure that the District Municipality complies with the constitution of South Africa, Bill of Rights, policies and other pieces of legislations. This includes the implementation of sustainable programmes in collaboration with other stakeholders, formulation of policies, identifying gaps in policies and implementation of such policies in favour of youth, women, people with disabilities, the aged and children. The unit also, has a strong focus on education as it is one of the primary strong pillars of sustainable development in a developing society. The Unit is administratively under Executive Mayoral Services Directorate under the stewardship of the Executive Mayor of District Council.

Mainstreaming of Designated Groups

Mainstreaming is the main function of the Special Programmes Unit so as to ensure that the District Council complies with the Constitution, the Bill of Rights, policies and other pieces of legislation. Mainstreaming means that issues affecting vulnerable groups cut across, therefore; it is the responsibility of all people and stakeholders to deal with these issues through holistic integrated manner.

Coordination and Mobilization
The Special Programmes Unit (1) coordinates government departments and other stakeholders in the District in order to ensure that programmes for designated groups are developed and implemented and (2) mobilizes all vulnerable groups to be part of development plans and processes.

Monitoring and Evaluation
The Special Programmes Unit generates national, sub-regional, regional and international reports, which provide progress reports, assessed against benchmarks, and also monitors and evaluates the implementation of policies.

Capacity-building
This entails the strengthening of government's systems, processes and structures to ensure delivery sensitive to youth, women, people with disabilities, elderly and children and to ensure that vulnerable people are empowered and capacitated so that they able access socio-economic opportunities.

Advocacy and Lobbying
In most instances, Special Programmes drives its mandate through lobbying and advocacy. This simply means establishing and sustaining sound relations and partnerships with national, international, provincial, local institutions and organizations to ensure resource mobilization and the realisation of other strategic objectives.

2.15.2 HIV/AIDS Programmes
The HIV/AIDS Unit was established in 2005, to coordinate and ensure the implementation of HIV/AIDS and STI programs, focusing more on prevention programs (HIV/AIDS and STI awareness, distribution of condoms, information, education and communication material, capacity building of professional nurses regarding communicable diseases and the community at large). The Unit further ensures that all HIV positive people are comprehensively managed. To promote disclosure, positive living among people living with HIV/AIDS and continuous Psychosocial supports, 162 support groups were established and supported throughout the District. The District has an approved HIV and AIDS strategy in place, which, amongst other things, looks at the mainstreaming of HIV and AIDS. The existing strategy was approved in 2008 and it will need to be reviewed to be in line with the New National HIV and AIDS strategy released in December 2011.
The District is able to support terminal clients through home-based care programs undertaken by NGOs, FBOs and CBOs. Those who have no one to take care of them are referred to the Community care centres for further management. The O.R. Tambo District Municipality was identified as the pilot site for the Presidential massive HIV counselling and testing initiative. To accelerate a HIV-counselling and testing uptake, the Council resolved that all municipal vehicles be branded with HIV/AIDS messages as awareness strategy. The district consists of 8 non-medical HIV counselling and testing sites. To promote referral and maximum participation of communities in HIV/AIDS and STI programs, Ward AIDS forums were established.

2.15.3 Poverty Relief Programme
Poverty relief is meant to address all social ills. It is through this program that the District is able to achieve its EPWP objectives of job creation. Since its inception, the District was able to create more than 5 000 jobs for cleaning and greening projects. It is also through this program that the District has been able to ensure the provisioning of food in families in distress through the one-household-one-food-garden programme.
The latest achievement is the construction of 5 hydroponic nurseries that will each supply 160 000 seedlings for each local municipality and the partnership established with Walter Sisulu University: Zamukulungisa Campus on indigenous vegetables research programme.

2.15.4 Flagship Programmes
Sectoral engagement programs are meant to address issues identified by the Council of Churches, Traditional leaders, Traditional health practitioners and Ex-combatants. The sectoral engagement programmes promotes Intergovernmental Relations. Through engagement with these sectors, the District is able to identify gaps and challenges faced by the communities and able to provide relevant support, as these people are the ones who are in touch with the communities on a daily basis. It is through this Sectoral engagement programme that the District creates more partnerships.

2.16 FINANCIAL VIABILITY AND MANAGEMENT

O.R. Tambo District Municipality is classified as a high-capacity municipality. This requires of the municipality to be fully compliant with Generally Recognised Accounting Practice, MFMA compliance issues and all its related circulars and regulations. The Budget and Treasury Office is mainly responsible to ensure adherence to all these requirements. Due to the commitment and hard work of the team, with limited constraint, which work beyond the call of duty, the department has substantially ensured in all material effects that the duties were carried out to ensure compliance. The financial management system is also a major limiting factor in terms of financial & management accounting procedures and information flow. It exerts a lot of pressure on the performance of the department.

The Budget and Treasury Office focuses mainly on the areas mainly identified as follows:

- Budget preparation, implementation and reporting;
- Revenue management;
- Supply Chain and asset Management;
- Expenditure and Liability management;
- Financial management system support; and
- Financial accounting reporting and Treasury.

Below is a summary of what each focus area is responsible for and what their challenges are:

2.16.1 Budget Preparation, Implementation and Reporting

This section is mainly responsible to co-ordinate MTEF and budget adjustment process in the district municipality, provide technical support to departments, ensure compliance with all applicable legislation and regulations evaluate and advice the Council on the budget impact of all new policy proposals, ensure that approved budget is captured accurately on the Venus system, oversee all monthly, quarterly and annual reporting as per the MFMA and regulatory bodies, establish systems, processes and financial policies and procedures and internal control, attend to the internal audit and the AG's recommendations relating to budgeting and maintain and communicate budget guidelines

Status Quo

- The monthly reports in the form of section 71 of the MFMA are complied with.
- Quarterly reports in the form of section 52(d) of the MFMA are complied with.
- Midyear reports in the form of section 72 of the MFMA are complied with.

Challenges

- Full compliance to chapter 4 of the MFMA in respect of municipal budgets and paragraph 75 of the MFMA with regards to information to be placed on the website of the municipality.

2.16.2 Revenue Management

This section is responsible for the billing, collection of municipal revenue for services rendered and the implementation of the credit control policy adopted by council.

Status Quo

- The department has achieved 79% of the targets set during the Mid-term period. This is an improvement as compared to the Mid-term of the previous financial year, namely, 2015/16.
- This achievement can be an indicator that there is an improvement towards the control environment of the institution (Although not at the required level). This can lead to an improved audit outcomes during this year.
- The implementation of the credit control policy and the installation of the water meters has resulted to the section being able to collect more on the current billing versus the projections.
- The district municipality continues to subsidies all consumers who reside at the peri-urban areas.

Revenue enhancement strategy

- The department has developed a Pareto Rule approach which is 80:20 for specific focus of available resources
- Out of 5 Lm's , one LM(KSD) which is 20% equivalent is generating 0ver 90% of total revenue)
- The remaining 4 LM's which are 80% equivalent are generating +-5% of the total revenue

- So the main focus is now on KSD (Mthatha town) because this where 90% of revenue is coming from.
- This main focus includes the advertisements and planned radio communications led by MM, MMC & CFO.
- The consumers are being broken down into segments & geographical for specific focus per employees.
- The current financial management system vendor has been procured for upgrading so that it is suitable for MSCOA implementation

Challenges

- Full implementation of the approved credit control policy and indigent policy.
- Full compliance to provisions of paragraph 64 of the MFMA.
- Reductions of the old debt still a major challenge due to difficulties in resolving issues emanating from opening balances.

2.16.3 mSCOA Readiness

The National Treasury is reforming the way municipalities plan (IDP), design their budgets and report on the implementation of IDP and Budget. The Municipal Standard Chart of Accounts is one such major reform. Municipalities are expected by Regulation to comply with the mSCOA reforms by 1 July 2017.

ORTDM Current Progress

- Established mSCOA steering committee
- Established mSCOA project implementation team
- Obtained quote from current vendor
- Conducted due diligence
- Submitted mSCOA steering committee recommendations to National Treasury

Documentation to be submitted to National Treasury

- All governance documentation
- Self-assessments – every 6 weeks
- Progress of mSCOA hand over report to new council
- Quarterly progress reports to council & council resolutions
- Quarterly progress reports to audit committee
- Documentation in terms of mSCOA Circulars

2.16.4 Supply Chain and Asset Management

These divisions with BTO ensure efficient and effective logistics management and disposal management, build systems, processes, procedures and ensure internal and management controls.

Status quo

- All bid committees in place as required by the Municipal Finance Management Act.
- Bid committees sit regularly to consider tenders.
- There is no comprehensive procurement plan in place to ensure effective, efficient and economic use of municipal resources.
- Rotation of services to procure services still done on a manual basis.

Challenges

- Full implementation of chapter 11 of the MFMA in respect of procurement of goods and services.
- Non compliance to requirements of paragraph 14 of the SCM policy.

2.16.5 Asset Management

This division deals with the management of all municipal assets (movable and immovable). It also deals with insurance cover of all municipal assets.

Status quo

- Asset register of the municipality is GRAP compliant.
- All municipal assets are fully insured.

Challenges

- Non-implementation of the asset management policy.
- No regular update of the non-infrastructure asset register and infrastructure asset register.

Fleet Management

This division within BTO not fully functional due to under staffing. There are no proper control and management of municipal fleet assets. The implementation of Fleet Management Policy is not adhered to resulting in abuse and misuse of municipal fleet.

Challenges

- Full compliance to the provisions of the fleet management policy.

Stores Management

Status quo

- Stock taking done on a quarterly basis
- Stock cards updated on a regular basis

Challenges

- Non-adherence to the provisions and requirements of the stores management procedure manual.

2.16.6 Expenditure and Liability Management

This division mainly manages the accuracy and the integrity of general ledger and all subsidiary ledgers of the district municipality and oversees the accounts payable ledger and its integrity. Ensure that accounting records are retained in accordance with legal and regulatory requirements.

Status Quo

- Circular 49 of the MFMA complied in respect of payment of obligation.
- Statutory obligation paid over on time to SARS.
- Section 66 of the MFMA complied with.
- Creditor's reconciliations done on a regular basis.
- Proper document management in place.
- Journals entries processed regularly and updated to the general ledger.

Challenges

- Full compliance to the provisions of paragraph 65 of the MFMA.

2.16.7 Financial Management System Support

This division with BTO ensure that the Venus finance modules are configured to support accounting and financial system, provide continuous and effective training and support to users, operation of internal controls over all accounting processes, develop reports as required by management and implement appropriate application controls on all software used in accounting processing be the link between finance and ICT Department develop systems required for financial reporting and implement customization of software as when required.

There is a project to upgrade the Financial Management System in order to be compatible with the requirements of MSCOA. This project will see the update of Venus to SOLAR as well as the roll-out of the MSCOA complaint financial modules.

Status Quo

Updates of the general ledger not done as per the requirements of the financial procedures manual.

2.16.8 Financial Accounting Reporting and Treasury

This division in BTO focuses on the preparation of Annual financial statements and their submission to the auditor general as per the requirements of the legislation. It also focuses on the proper management of grant funding and reconciliation of the investments.

Status Quo

- Annual financial statements submitted to the Office of the Auditor General as required by section 126(1), (a) and (b) of the MFMA.
- All conditional grants invested as per the investment policy and conditions of the grant.
- Investments reconciliation performed on a regular basis.

Challenges

- The quality and integrity of data generated through the financial management system and reports by line departments may impact on the quality of financial reports generated by the division.

2.17 COMMUNITY SERVICES

The Department: Community Services seeks to ensure safe and secure community livelihoods. These livelihoods are diverse in nature and need a collective effort of various role players which include Government Departments, Community Structures, and Non-Governmental Organisations, hence a need for a Social Needs Cluster. The directorate Community Services is composed of five Sections:

- **Sport, Recreation, Arts, Culture and Heritage** ensures the development of Sport, Recreation, Arts, Culture and Heritage and capacity building to coordinate implementation of such activities and link to economic development. This includes preservation and conservation of heritage resources
- **Social Development, Facilities and Community Safety** seeks to protect and promote rights of vulnerable groups by mainstreaming their interests whilst improving livelihoods of indigent families under distress. It also include support to Thusong Service Centres & library and information services by providing basic library furniture and Information & Communication Technology (ICT) infrastructure required for community library services to promote a culture of reading, library usage and lifelong learning. Prioritize community safety programmes focusing on crime prevention, school safety and coastal safety programmes.
- **Community Safety** is **defined** as preventing, reducing and containing the social, environmental and intimidating factors, which affect people's right to live without fear of crime and which impact upon their quality of life.
- **Ensure safe and secure community livelihoods**
- In order to prioritize Crime prevention & law enforcement and in partnership with the Department of Safety and Liaison, **District and Local Safety Forums** need establishment and strengthening in various areas.
- **Safer Schools Programmes** are conducted in various schools across the District. School Safety programmes have been supported various schools by the municipality.
- **Sport Against Crime Programmes** are also supported by the District Municipality. This is done in partnership with the SRACH Section.
- **Coastal Safety Programmes** are implemented in all four coastal local municipalities. At least 80 Coastal patrollers and 80 Life Guards are being employed in every festive season including Easter Holidays.
- **Early Childhood Development (ECD) services.** In a quest to mainstream the interests of vulnerable groups, Early Childhood Development Centres are equipped with educational equipment.
- **Municipal Health Services** seeks to provide sustainable Municipal Health Services as defined in the *National Health Act* (No.61 of 2003) including monitoring of waste disposal, water quality monitoring, food safety control samples, prevention of communicable diseases, vector control, disposal of the dead and chemical safety.
- **Fire and Emergency Services** which deals with emergency rescue and response in an integrated manner including institutional capacity and preparedness to ensure the management and mitigating of response for fire and emergency risks.
- Disaster Risk Management involves implementation of measures through integration and streamlining in planning and project management processes by all municipal departments and entities including external stakeholders focusing on:
    - o Prevention and Risk Reduction,
    - o Mitigation,
    - o Preparedness

- o Rapid and effective response,
- o Post disaster Recovery, Relief, Rehabilitation and Reconstruction.

2.17 .1 Disaster risk management

The Disaster Management Policy FrameworkThe O.R. Tambo Disaster Management Centre has been established in terms Part 2 section 43 of the Disaster Management Act, 57 of 2002 and has a responsibility to ensure implementation of the Act and the National Disaster Management policy framework by the district, its local municipalities, the private and public entities, communities, Non-governmental organisation and society at large. The disaster centre is temporary housed at the district municipality premises in Myezo, Mthatha and has established five satellite centres in Nyandeni (Libode), Mhlontlo (Qumbu), PSJ, KSD (Mthatha) and Ingquza Hill (Lusikisiki).

The disaster risk management centre focuses its operations on four key performance areas as guided by the Act and the NDMF. The core concepts of integration and uniformity of disaster management focus on the following key components – namely four key performance areas (KPAs) supported by three performance enablers (PEs) as follows:

KPA 1: Integrated Institutional Capacity for DRM
KPA 2: Disaster Risk Assessment (DRA)
KPA 3: Disaster Risk Reduction
KPA 4: Disaster Response and Recovery

There is total interdependence amongst all of the KPAs which are further supported by three performance enablers (PE) to facilitate and support the achievement of the objectives of each KPA and are detailed similarly as follows:

PE 1: Information Management and Communication
PE 2: Knowledge management
PE 3: Funding

The Act defines disaster management as a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at-

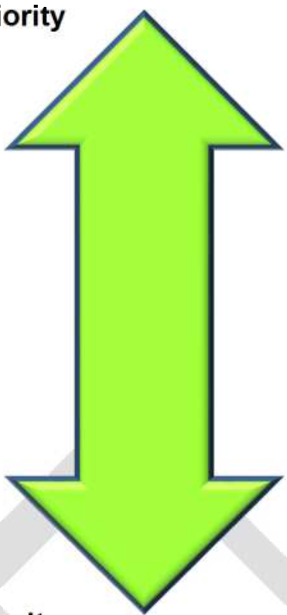
(a) preventing or reducing the risk of disasters;
(b) mitigating the severity or consequences of disasters;
(c) emergency preparedness;
(d) a rapid and effective response to disasters; and
(e) post-disaster recovery and rehabilitation;

The OR Tambo disaster risk management centre has experienced serious challenges in its quest to implement and streamline disaster risk management in all municipal departments, the five local municipalities, municipal entities and other disaster risk management role payers.
Challenges include:

- There is no properly built disaster management centre with facilities to meet minimum standards as prescribed by the policy framework;
- Disaster management is viewed and understood as a response function than a management function.
- The implications of placement of the function are a matter of consent;
- Unable to standardise implementation of the Act in the district since KSD local municipality operates a disaster unit not in consultation with the DM and with no signed MOU/SLA and no Council resolution to that effect as prescribed in section 43(2)(b) of the Act;
- Poor participation by municipal departments and entities on DRM structures;
- Lack or resources for the centre to carry out its legal mandate, powers and duties as detailed in section 44 of the act; and
- Non-involvement of Disaster Management Unit on municipal and departmental planning processes and structures to carry out provisions of section 44(1)(b); (d); (f) and (i) of the act.

The Disaster Risk Profile

The major risks identified for the ORTDM are shown in Table below:

HAZARD CATEGORIES	RISK CLASSIFICATION
Human Disease	**Higher priority** 
Hydro-meteorological	
Fire Hazards	
Civil Unrest	
Road Transportation Hazard	
Infrastructure Failure / Service Delivery Failure	
Hazardous Material	
Environmental Degradation	
Pollution	
Animal Disease	
Geological Hazard	
Structural Failure	
Infestations	
Plant Disease	
Oceanographic hazards	
Air Transportation Hazards	
Major Event Hazards	**Lower Priority**
Rail Transportation Hazards	
Water Transportation Hazards	

Disaster Risk Issues for the District

A study was conducted to assess the risk profile of the ORTDM and the results are reflected below:

i. The highest rated risks in the municipality were related to Human disease hazards (HIV/AIDS, TB, etc), Hydro-meteorological hazards (floods and storms), Fire hazards (veld and settlement fires) and Civil unrest hazards (violence and crime).

a. Human disease hazards, especially challenges associated with HIV/AIDS pose a challenge to the Eastern Cape Province, as well as the ORTDM. HIV/AIDS not only has a serious impact on the infected individual, but also has numerous secondary impacts on affected communities, including decreased productivity of workers, increased absenteeism and additional costs of training of new workers. It also represents a greater demand and pressure on health facilities. Another serious impact related to HIV/AIDS is the challenges associated with orphans and child headed households. HIV/AIDS therefore not only has the direct consequence of reduction in health, or loss of life, the secondary effects can further increase the vulnerability of communities to other non-related hazards. Other diseases included under the human health and disease category includes Tuberculosis and Cholera.

b. Hydro-meteorological hazards, including hazards associated with severe storms and flooding, are considered a high risk for the ORTDM. This is mainly due to the vulnerability of communities in rural areas, as well as the impact of storms and flooding events on the infrastructure, such as roads, in the ORTDM. Uncertainty with regards to changing weather patterns (which might lead to even higher intensity events), the dependency of rural communities on subsistence farming as well as the current vulnerability profile in the ORTDM, has highlighted the need for decisive action with regards to managing risks associated with floods and severe storms in the ORTDM.

c. Fire hazards, covering both veld and settlement fires, also poses a high risk in the ORTDM. In rural areas, veld fires can have a severe impact on communities due to the impact on subsistence farming activities. Due to the severe vulnerability and low resilience levels associated with some of the rural communities in the ORTDM, severe veld fires can lead to extensive losses in the livelihood means of communities, requiring support from the

relevant authorities. In addition to veld fires, increase urbanisation, and growing informal settlements can also increase the risk posed by informal settlement fires. It is therefore important for officials to manage any formal and informal developments within, as well as in proximity of existing urban areas.

d. Civil unrest hazards consist of a range of different sub-hazards, including crime, violence and general unrest. Crime is generally not considered a disaster hazard, however, the long-term and cumulative effect of high frequency of crime incidents can have a serious impact on communities within the ORTDM. Crime incidents, such as drug and alcohol abuse can have a detrimental impact on the socio-economic characteristics of the community, while incidents of murder, rape or assault (as well as the perception of a particularly high incidence of these events) can lead to a reduction in community confidence in the government, reduction in investor confidence and reduction in tourism activities. Crimes such as corruption and theft can reduce the resources available for development projects, thereby delaying improvements aimed at reducing vulnerability and poverty. This can all negatively influence the vulnerability and resilience of communities in the ORTDM, and therefore increase disaster risk.

ii. Findings related to the Vulnerability profile of the ORTDM include:

a. High levels of unemployment, coupled with lack of infrastructure, high poverty levels and skills shortages makes the ORTDM one of the most vulnerable districts in the Eastern Cape.

b. Imbalances can also be identified between different municipalities within the ORTDM, especially related to existing infrastructure, delivery of services and employment levels;

c. The rural nature of the district, with the distribution of small settlements across vast areas, also hampers the provision of supporting services to communities.

d. Communities are also vulnerable to the impact of storms on low quality housing structures, and the impact of flooding on rural transportation infrastructure.

e. The results of the assessment suggest that the King Sabata Dalinyebo municipality is less vulnerable than some of the other municipalities in the ORTDM. This might be due to an inflow of skills and higher level of infrastructure due to the location of Mthatha in the local municipality.

f. The IDP identifies some key concerns related to economic development in the ORTDM Some of these are also related to vulnerability indicators, and includes:

• Limited skills base;
• High unemployment;
• Access to land is highly complex;
• Limited rail transport and a deteriorating road network;
• Poor infrastructure support for business/industrial development; and
• Growth of informal settlements and depletion of valuable grazing land.

g. A number of the priority hazards can be managed through reducing the vulnerability level in the communities – this includes the improvement of supporting health and education services, provision of quality housing, and development and maintenance of infrastructure.

h. Poverty and unemployment, however, remains a huge challenge in the ORTDM, and development of economic opportunities should be a priority.

iii. Findings related to the Resilience of role-players in the ORTDM:

Not all role-players took part in the resilience assessments, and it is therefore not possible to provide a comprehensive overview of the resilience profile in the ORTDM. The findings related to the results of the resilience assessment, based on the information received, indicated that:

a. The average resilience rating for all the role-players were calculated as 1.27, which is generally considered as ‘insufficient’; and

b. Even though the majority of resilience indicators were classified as insufficient, the greatest needs were identified as financial resources, risk reduction plans, and human resources – specifically related to the number of staff members.

Recommendations

The following recommendations were made, based on the mentioned findings:

i. Human disease hazards:

a. Efforts to improve the public health system, and increasing access to quality health services should be considered a priority.
b. Initiatives focused on the provision of potable water and sanitation infrastructure should also be considered a priority.

ii. Hydro-meteorological hazards (floods and storms):

a. An increase in the quality of houses in the district will substantially reduce the vulnerability of communities to hydro-meteorological hazards, while continued maintenance and upgrading of transportation infrastructure will reduce low levels of access to critical services due to flooding.
b. In expanding urban areas, care should be taken to implement suitable storm water management plans, in order to reduce the risk of future flooding.
c. In order to prevent communities to settle in areas prone to flooding, appropriate flood line determination should be undertaken, supported by the necessary policy/by-law development and law enforcement initiatives.

iii. Fire hazards (veld and settlement fires):

a. The establishment of fire breaks and provision of fire-fighting equipment can reduce the risk of veld fires.
b. Appropriate urban planning initiatives, supported by the necessary law enforcement, should be a priority in urban areas. In the absence of the effective management of urban development, growing informal settlements can become a high risk with regard to a number of hazards, including settlement fires.

iv. Civil unrest hazards:

a. Closer cooperation between the SAPS and communities should be encouraged, and this can be done through participation and strengthening of relevant Community Policing Forums.
b. Issues such as drug and alcohol abuse can contribute to increase in crime levels as well as a range of other socio-economic problems, and should be managed through the appropriate departments and line-functions.

v. Vulnerability:

a. Unemployment and poverty is a main concern in the district, and the development of appropriate economic opportunities should be a priority.
b. The Tourism and Agriculture sectors present a high potential in terms of economic opportunities and job creation, and should be developed.
c. Access to quality education, supported by the necessary infrastructure (such as roads, classrooms and learning material) appears to be a concern. Education can provide much needed skills development to equip the relatively large percentage of young people in the district, and support the implementation of a medium to long term strategy for skills and economic development in the district.

vi. Resilience:

a. A lack of sufficient financial resources, coupled with shortages in skilled, and sufficient human resources, remain a challenge in the resilience related sector departments and line-functions. Suitable, sector specific skills development is recommended to increase capacity within the departments.

b. The development of appropriate, sector specific disaster risk reduction and response strategies and plans is also required. The implementation of developed strategies and plans should be supported by the appropriate allocation of financial and other resources. This should further be supported by formally identified, and clearly assigned accountability and responsibilities for implementing activities, with progress being monitored by suitable senior officials or managers.

The OR Tambo Disaster Management Plan

The current understanding of the Act as it relates to *Disaster Management Plans* is that Municipalities must plan for the following:

- **Disaster Risk Reduction (Disaster Mitigation) Planning**: *Disaster Risk Reduction Plans* should reduce the risks to which vulnerable communities are exposed to acceptable levels (*described in Sections 39 (2) and 53 (2)(a); (b); (c); (e); (f); (h) and (i) of the Act*). In preparing their Risk Reduction Plans, Municipalities should apply their minds and produce cost-effective and innovative risk reduction solutions. The majority of these plans will be linked to the ***Integrated Development Plan*** (IDP) as projects and programmes;
- **Disaster Preparedness (Response & Relief) Planning**: *Disaster Preparedness Plans* (*described in Sections 39 (2) and 53 (2)(b); (e); (f); (h) (j) and (k) of the Act*), should address response and relief actions to be implemented should a disaster hit a community that is not particularly vulnerable to risks and/or find it acceptable to live with such risks; and
- **Disaster Impact Assessment and Recovery (Recovery, Rehabilitation & Reconstruction) Planning**: *Disaster Impact Assessment and Recovery Planning* should focus on assessing the impact of a disaster; identifying appropriate reconstruction and rehabilitation measures; and monitoring the effectiveness of the reconstruction and rehabilitation measures.

According to section 53 of the Act, the ORTDM is legally obliged to

- Prepare a Disaster Management Plan for its area according to the circumstances prevailing in the District;
- To co-ordinate and align the implementation of its Plan with those of other organs of state and institutional role players; and
- To regularly review and update its Plan, and include consultation with its local municipalities as well as local communities in the preparation or amendment process.

Section 53(2) (a) of the Act specifies that the Disaster Management Plan for a municipality must form an integral part of the municipality's Integrated Development Plan (IDP). Section 26(g) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) lists "applicable Disaster Management Plans" as core components of an IDP. The linkage between the Disaster Management Plan and the IDP will be explored in later sections of this chapter (from Section 0). According to Section 53(4) of the Act, the O.R. Tambo District Municipality must submit a copy of its Disaster Management Plan (DMP), and of any amendment to the plan, to the Disaster Management Centre of the Eastern Cape Province and the National Disaster Management Centre.

Additional legislative requirements that will inform the way in which the ORTDM approaches the management of disaster risks within its jurisdiction includes the Municipal Structures Act of 1998 (Act No. 117 of 1998). According to Section 84(1)(j) of this act, the ORTDM is responsible for the provision of fire fighting services serving the area of the District Municipality as a whole.

This section has focused on the implications of the Act for the ORTDM, but the Act also provides for the responsibility of other stakeholders to attend to Disaster Risk Management. The Disaster Risk Management planning responsibilities of national departments and public enterprises operating within the jurisdiction of the ORTDM will be described in the next section.

2.17.1.1. Requirements for National Departments and Public Enterprises to compile plans

The ORTDM working in isolation of other organs of state and the private sector would not be able to significantly reduce the variety of disaster risks which confront the inhabitants of the District. Disaster Risk Management is truly everybody's business and collaboration and co-operation would be required to reduce disaster risk. The success of the ORTDM DMP depends on effective planning by several other stakeholders as illustrated in the figure below.

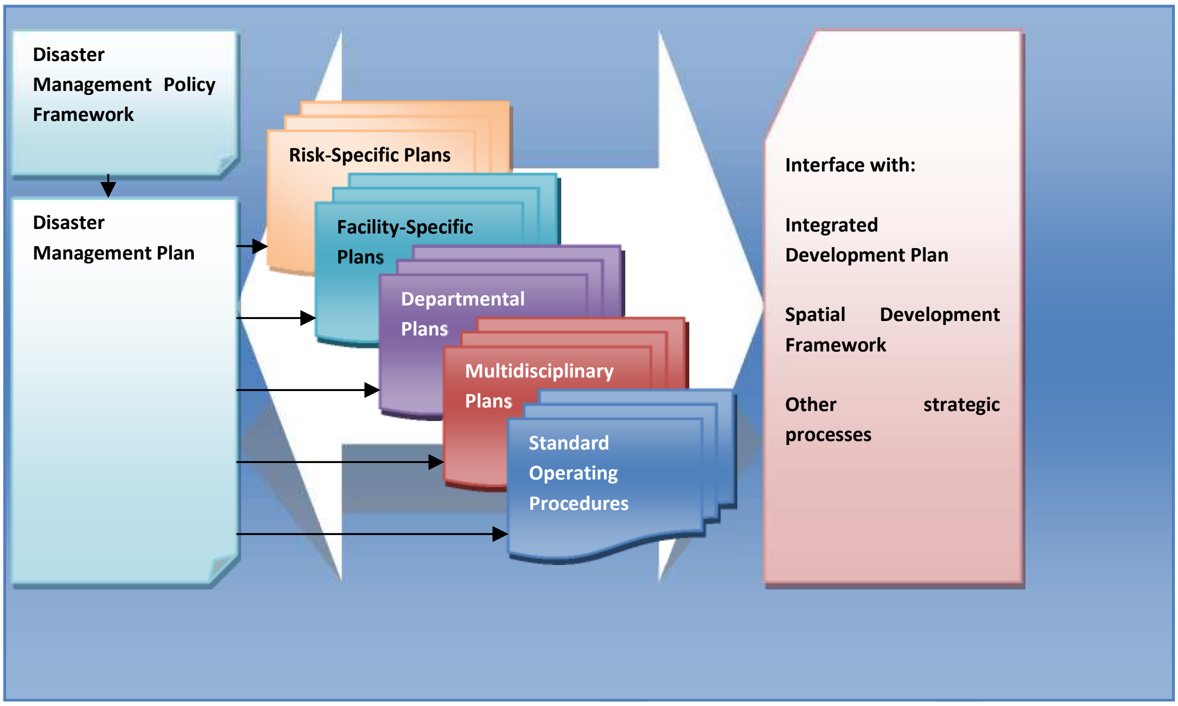


Figure 1: The relationship between plans

National government departments and public enterprises operating within the boundaries of the ORTDM can make considerable contributions to disaster risk reduction within the district through the compilation of their own Disaster Management Plan. This sub-section describes the legal requirement for national departments and public enterprises conduct Disaster Risk Management planning.

Part 2, Section 25 of the Disaster Management Act governs the preparation of Disaster Management Plans by national organs of state:
(1) Each national organ of state indicated in the Policy Framework for Disaster Management in South Africa must prepare a disaster management plan setting out (i) the way in which the concept and principles of disaster management are to be applied in its functional area;(ii) its role and responsibilities in terms of the Policy Framework for Disaster Risk Management in South Africa; (iii) its role and responsibilities regarding emergency response and post disaster recovery and rehabilitation; (v) its capacity to fulfil its role and responsibilities; (vi) particulars of its disaster management strategies: and(vi) contingency strategies and emergency procedures in the event of a disaster, including measures to finance these strategies; co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and regularly review and update its plan.
(2) The disaster management plan of a national organ of state referred to in subsection (1) must form an integral part of its planning.
(3) (a) A national organ of state must submit a copy of its disaster management plan and of any amendment to the plan to the National Centre. (b) If a national organ of state fails to submit a copy of its disaster management plan or of any amendment to the plan in terms of paragraph (a), the National Centre must report the failure to the Minister, who must take such steps as may be necessary to secure compliance with that paragraph, including reporting the failure to Parliament.'

Section 1 of the Act describes a national organ of state as a national department or national public entity defined in section 1 of the Public Finance Management Act, 1999 (Act 1 of 1999). A national department is described in the same section as *'(a) a department listed in schedule 1 of the Public Service Act, 1994 (Proclamation No 103 of 1994), but excluding a provincial administration; or (b) an organisational component listed in Schedule 3 of that Act'*
According to Section 1 of the Public Finance Management Act, 1999 (Act 1 of 1999), a national public entity means *'(a) a national government business enterprise or (b) a board, commission, company, corporation, fund or other entity (other than a national government business*

enterprise) which is (i) established in terms of national legislation; (ii) fully or substantially funded either from the National Revenue Fund, or by way of a tax. Levy or other money imposed in terms of national legislation; and (iii) accountable to Parliament.'
In the same section a national government business enterprise is defined as an entity which *'(a) is a juristic person under the ownership control of the national executive; (b) has been assigned financial and operational authority to carry on a business activity; (c) as its principal business, provides goods or services in accordance with ordinary business principles; and (d) is financed fully or substantially from sources other than (i) the National Revenue Fund; or (ii) by way of a tax, levy or other statutory money.'*

All national departments and public enterprises operating within the ORTDM thus have a responsibility to have Disaster Management Plans in place and can be engaged with in this regard. Disaster Risk Management planning does not stop with government and organs of state. The private sector is also encouraged to develop Disaster Management Plans and is legally required to at least ensure occupational health and safety and to have emergency planning in place.

2.17.1.2 Requirements for commerce and industry to compile plans
Disaster Risk Management requires multi-sectoral co-operation and it is critical that business also contributes to the reduction of disaster risk in communities. District and local municipalities must therefore maintain strong relationships with business, especially where commerce and industry can provide resources that can contribute to disaster risk reduction. Commerce and industry can contribute directly to Disaster Risk Management through memorandums of understanding or direct assistance, but could also choose to use corporate social investment vehicles for this purpose.

It is in the interest of any business to ensure that it is reducing its exposure to disaster risk and that it is able to respond quickly and effectively to any incident that may affect its ability to conduct business and generate income. There is a strong link between the resilience of commerce and industry within a specific area and the ability of communities to bounce back from adversity. Communities rely on commerce and industry for livelihoods and for the commercial provision of daily necessities. It is therefore in the interest of ORTDM Disaster Risk Management to support emergency and Disaster Management planning with commerce and industry.

The desire of commerce and industry to stay in business and maintain profit levels is enough motivation for this sector to assess their risks and devise plans to avoid, reduce or respond to risks which could affect their ability to continue with business. In addition good practice and corporate social responsibility also dictate that commerce and industry assess and manage risk, which includes disaster risk. The King II and III Reports focus on risk management in companies and place an emphasis on the triple-bottom line of financial, social and environmental aspects. The King reports underline the importance of risk management and business continuity planning and provides a basis for interaction between the ORTDM and commerce and industry within the area on issues of risk and joint efforts to reduce risk or to respond to disasters.

More formally, the Occupational Health and Safety (OHS) Act (No. 85 of 1993) and the National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977) with their respective regulations and codes of practice and associated standards require compliance to many safety-related aspects. With particular reference to the mining sector which is well-represented within the District, the Mine Health and Safety Act, 1996 (Act No. 29 of 1996) also warrants mentioning. Compliance with these acts and their regulations, codes and standards will protect the interests of the private sector.

Of particular importance within the OHS Act are sections 7 (Health and Safety Policy); 8 (General Duties); 9 (People not in employment who may be directly affected); 17 and 18 (Health and safety representatives); 19 and 20 (Committees) and the Major Hazard Installation Regulations proclaimed under this Act.

The prescriptions of the National Building Regulations (updated in 2008) and SANS 10400:1990 – Code of practice for the application of the National Building Regulations provides for safe buildings that will reduce vulnerability, increase resilience and therefore decrease disaster risk. Further legislation that requires commerce and industry as well as government to actively pursue disaster risk reduction includes the National Environmental Management Act (NEMA), the Mineral Resources Act, and the National Veld and Forest Fires Act that regulate the establishment of Fire Protection Associations (FPAs).

In summary it can be said that there is a clear need and legal foundation for all organs of state and the private sector to assess their disaster risk, to address this risk through mitigation actions, and to be prepared to respond to major incidents and disasters affecting them.

2.17.1.3 ORTDM current compliance with the Disaster Management Act

According to the Disaster Management Act (No 57 of 2002), the ORTDM is required to have the following established:

- A Disaster Management Framework (Section 42 of the Act);
- A Disaster Management Plan (Section 53 of the Act);
- A Disaster Management Centre (Section 43 of the Act);
- And to have an appointed Head of the Disaster Management Centre (Section 45).

The five Local Municipalities are legally only required to have a Disaster Management Plan. A Disaster Management Advisory forum is not required at District or Local level but is recommended best practice (Section 51 of the Act).

Table 1 describes the current status quo of compliance of the ORTDM and the Local Municipalities within the District with the requirements of the Disaster Management Act. The information in the table is based on personal interviews with Disaster Risk Management staff or role-players in each Local Municipality. Although most Local Municipalities have some form of Disaster Management Plan, none of these have been approved by the relevant Councils. Council approval is a necessity if the plan is to inform the IDP process of the Local Municipalities. The Requirements of the Disaster Management Act are listed in the top row of the table. The priority of each requirement is then indicated, and this priority emanates from whether the requirement in the Act is a “must” or a “may”, with other words compulsory or optional. For example, a Framework is compulsory for a District Municipality but optional for a Local Municipality. The status for each requirement is also indicated. The status is dependent on the priority of the requirement and indicates non-compliance, progress or compliance with requirements, be these requirements compulsory or optional. Although Local Municipalities are not legislatively required to have specific Disaster Risk Management coordinating structures, it is unlikely that a local municipality would be able to effectively conduct a participative Disaster Management planning process in the absence of some or other Disaster Management coordinating structure within the municipality. It is recommended that each Local Municipality should at least have an internal Disaster Risk Management coordinating body such as an Inter-Departmental Disaster Risk Management Committee. The additional establishment of an advisory forum is strongly recommended to co-ordinate Disaster Management policy within the municipality and enable stakeholder involvement in Disaster Management matters.
Disaster Risk Management has become one of the key components of an IDP’s credibility. Section 26(g) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) lists ‘applicable Disaster Management Plans’ as core components of an IDP. The next section focuses on the relationship between Disaster Management and the IDP.

Table 1: Status of compliance with Disaster Management Act within O.R. Tambo District

District / Local Municipalities	**Disaster Management Framework (Section 42)**		**Disaster Management Plan (Section 53)**		**Disaster Risk Management Advisory Forum (Section 51)**		**Disaster Risk Management Centre (Section 43)**		**Head of the Disaster Risk Management Centre (Section 45)**	
	Priority	Status	Priority	Status	Priority	Status	Priority	Status	Priority	Status

O.R. Tambo District Municipality	Must	Yes	Must	No	May	Yes	Must	Yes	Must	Yes
Ingquza Hill Local Municipality	May	No	Must	No	May	Yes	May	No	May	No
King Sabata Dalindyebo Local Municipality	May	No	Must	No	May	Yes	May	No	May	No
Mhlontlo Local Municipality	May	No	Must	No	May	Yes	May	No	May	No
Nyandeni Local Municipality	May	No	Must	No	May	Yes	May	No	May	No
Port St. Johns Local Municipality	May	No	Must	No	May	Yes	May	No	May	No

Key:

Priority	
Must	Legal requirement
May	Best practice, not legal requirement

Status	
	Non-compliance with best practice
	Progressing to compliance with best practice
	Compliance with best practice
	Non-compliance with legal requirement
	Progressing to compliance with legal requirement
	Complying with legal requirement

2.17.1.4 Linkage with the Integrated Development Plan of the O.R. Tambo District Municipality
The Systems Act defines the Integrated Development Plan to be the single, inclusive and strategic plan *'for the development of the municipality…'.* The Disaster Management Plan has become one of the criteria for determining a credible IDP document. Thus, Disaster Management is being elevated from the periphery of planning into the core of determining the allocation of resources.

To ensure success the Disaster Management planning process involves:

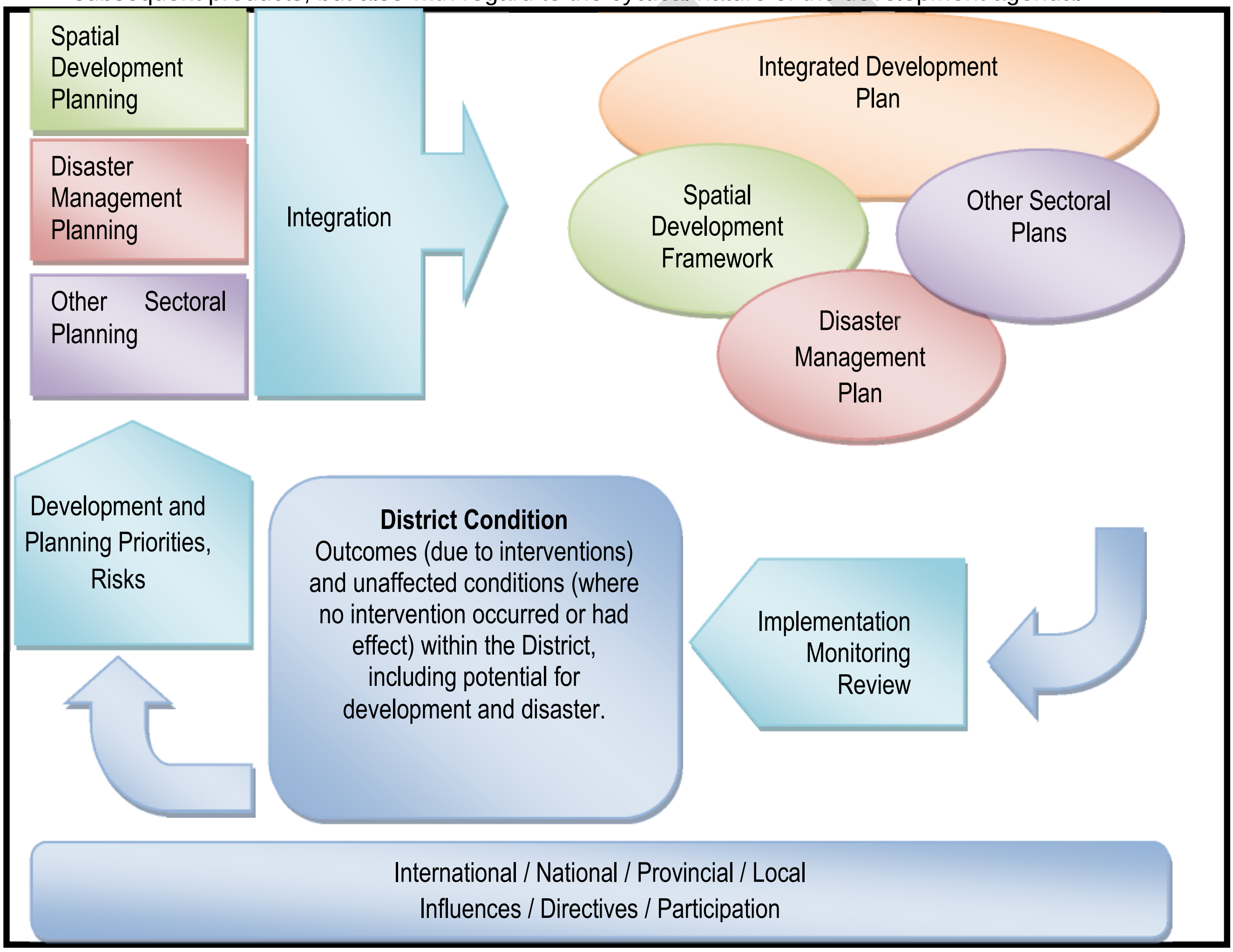
- In the first phase of the Disaster Management planning process, as in the IDP process, communities and stakeholders are given the chance to indicate/highlight the problems they experience and to determine their priorities (community based risk assessment), with inputs from Disaster Management. The outputs of this phase are a list of the intolerably high risks, the high risks and the tolerable risks for each of the wards / clusters in the municipality.
- The intolerably high risks and the high risks are addressed in Phase 2 of the process. In this phase, the Advisory Forum, in conjunction with the technical task teams, will have to make recommendations on the most appropriate way(s) to address the intolerably high risks and the high risks, as well as, to ensure that project proposals are designed, which can be implemented.
- The tolerable risks are then addressed. The Advisory Forum, in conjunction with the technical task teams, must identify and recommend the minimum preparedness and contingency planning requirements to be in a position to address the tolerable risks.
- The Municipality, especially the IDP Manager and the Head of Disaster Management, has to make sure that the disaster risk reduction project proposals are in line with the objectives and the agreed strategies of the IDP of the Council.

2.17.1.5 Linkage with the Spatial Development Framework of the O.R. Tambo District
A Spatial Development Framework (SDF) is a prerequisite in terms of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) and a core component of an IDP and *'must*

include the provision of basic guidelines for a land-use management system for the municipality'. An SDF is established by the Municipality for implementation within the District by all role-players.

An SDF should be environmentally informed and sustainability-based, incorporating pro-poor policies rather than only being a spatial indication of IDP proposals. The collectives of the social, political, economic and environmental elements that underpin present-day society are regarded as fundamental informants to an SDF in order for spatial planning to complement economic growth and development. A District SDF is an intervention at a critical planning level to facilitate progressive connectivity between activities in lower and higher order planning domains. Furthermore it is to be a proposal of spatial guidelines to take effect within the municipal area in order to direct future spatial interventions as a result of growth, development and policy and to reduce developmental disparities.

The IDP of the ORTDM would be the key informant of the formulation process of the SDF. The IDP must accommodate the visionary statement of the Council that needs to direct all activities of all role-players that perform activities within the municipal area. **Error! Reference source not found.** illustrates the context of the Regional SDF in relation to other regional processes and subsequent products, but also with regard to the cyclical nature of the development agenda.



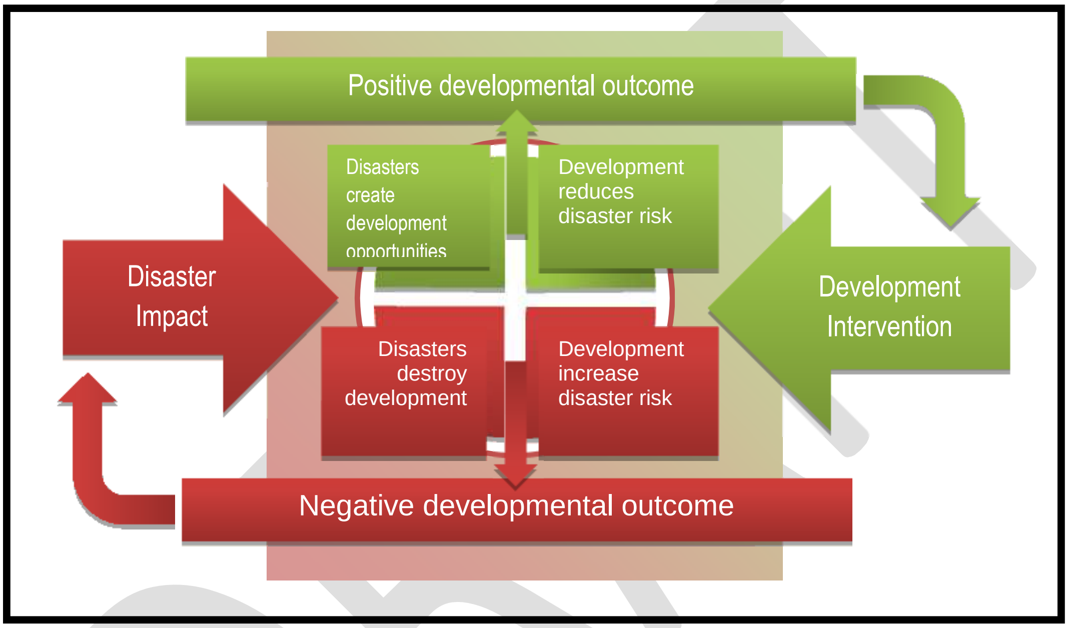
The Relationship between the SDF, IDP and Disaster Management Plan

2.17.1.6 The relationship between disasters and development

This section expands upon the relationship between disasters and development to illustrate why Disaster Management projects should be included within the development planning of a District

Municipality, and why the planning and prioritisation of IDP projects in general should take disaster risk and the possible influence of the project on disaster risk into consideration.

It can be said that disasters and development have both a negative and positive relationship, and this relationship needs to be recognised and managed to achieve sustainable development. In a negative sense, disasters can destroy development and uncontrolled, improper development can cause disasters. In a positive sense, disaster can create an opportunity for improved, more resilient development, and proper development can reduce the risk of disasters occurring. Badly planned development in a floodplain increases disaster risk by making the new community vulnerable to flooding and thus disaster. The development of well-planned and effective flood defence measures can decrease the vulnerability of the community and thus contribute to disaster risk reduction. If a disaster actually occurs and major flooding impacts on the community, the development can be damaged or destroyed. If the lessons learnt from the flooding event are however incorporated in developing a new community outside the flood plain or if flood risk reduction is incorporated into the planning of a new community in the same setting, but this time from the outset, Disaster Risk Reduction can also be achieved.



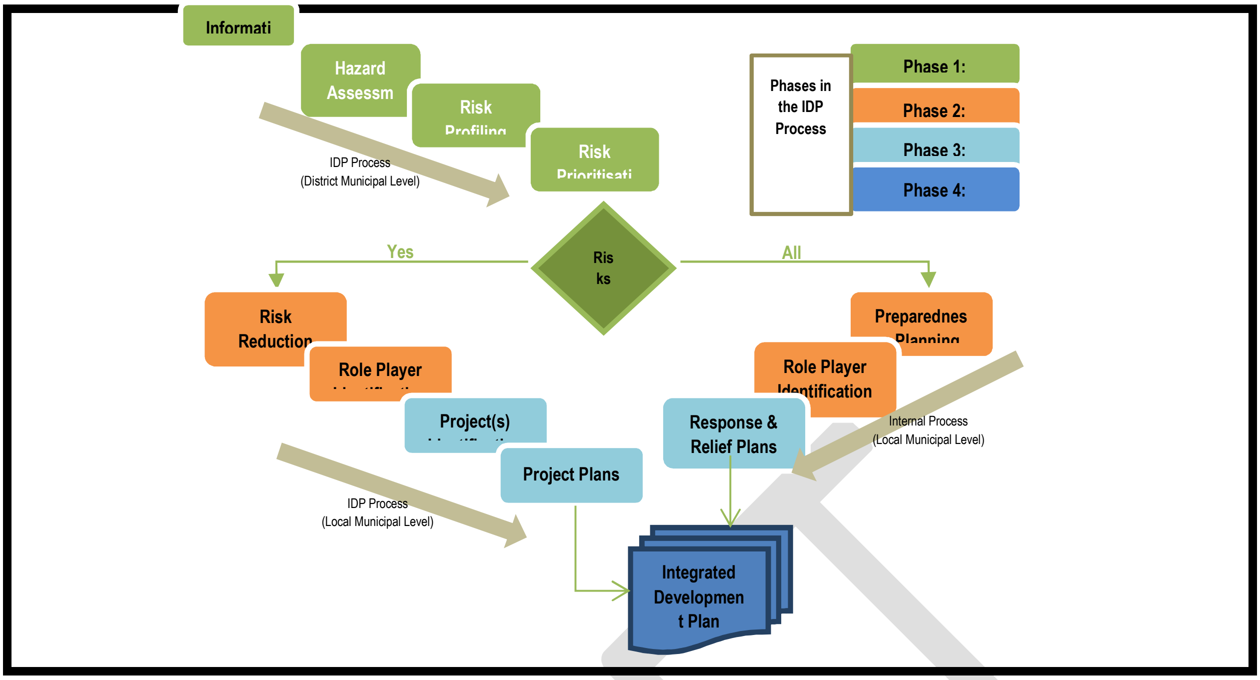
The relationship between disasters and development

In recognition of the possible negative or positive relationship between disasters and development, both the Municipal Systems Act and the Disaster Management Act requires the inclusion of a municipal Disaster Management Plan in the IDP of municipalities.

2.17.1.7 Integrating development and Disaster Management planning

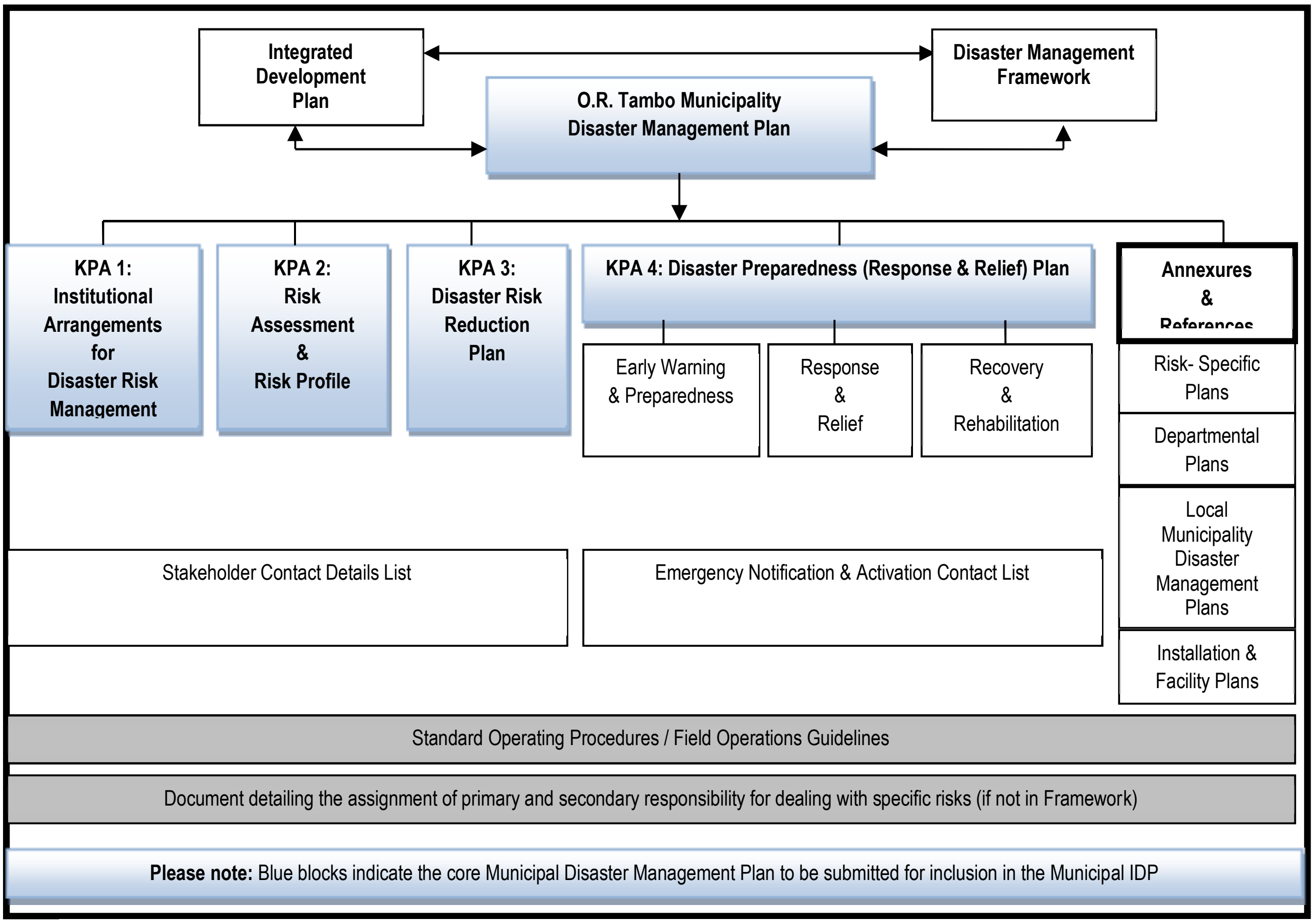
Based on the previous discussions of the relationship between Disaster Management, the SDF and the IDP, it is clear that the process for developing a Disaster Management Plan should be integrated with the IDP process. Such a process is shown below. **Error! Reference source not found.** illustrates the planning process for the development of municipal Disaster Management Plans as well as the integration of such plans into the integrated development plan of a municipality.

It is recommended that long-term planning for future IDP cycles should include the Disaster Management planning steps indicated below.



Planning Process for developing a DMP
The Municipal Systems Act and the Disaster Management Act requires the inclusion of the Disaster Management Plan of the O.R. Tambo District Municipality into the Integrated Development Plan (IDP) of the Municipality.

2.17.1.8 Structure of the ORTDM Disaster Management Plan (DMP)
The Municipal DMP of the ORTDM is based on the legal requirements described above and consists of the components as indicated in **Error! Reference source not found.**. This structure is based on the requirements of the Section 53(2) of the Act, Section 3.1.1.2 of the NDMF, and the proposed outlay of a Disaster Management Plan from the O.R. Tambo District Disaster Management Framework.
Several peripheral documents will support the DMP, the most important being the Risk Assessment Report. It is important to note that this Plan is prepared at a strategic level for inclusion within the IDP process and can therefore not contain too detailed operational planning. Lower level and more specific plans are seen as supporting documents external to the Plan.
In order to comply with the Policy Framework for Disaster Management in South Africa (NDMF), the ORTDM DMP is structured around the four KPA's of the NDMF which is also reflected in the provincial and ORTDM Disaster Management Frameworks.



Structure of the O.R. Tambo Municipal Disaster Management Plan

2.17.2 Fire and Emergency Services

The O.R. Tambo District Municipality has a Fire Services Unit within the Disaster Management Centre. Satellite stations have been established in Mhlontlo (Qumbu), Nyandeni (Libode and Ngqeleni), Port St Johns and Ingquza Hill Local Municipalities. However, in terms of data collected over a period of 3 years Mhlontlo, Port St Johns, Nyandeni and Ingquza Hill have been identified as high risk areas. Fire-fighting is a shared function between the DM and the Local Municipalities, of which all municipalities should allocate budgets to establish the function. The DM currently budgets for the function and provides the service in all other LMs except KSD which has a functional fire services unit. The DM has established and entered into cooperative agreements with the relevant LMs.
The district municipality has not yet adopted Fire By-laws and a draft was approved by Council. The District, in general, was identified in recent studies by the CSIR / NDMC (National Disaster Management Centre) as a high risk area for veld and forest fires, >90% (as per EC Umbrella FPA). Critical areas are in Mhlontlo LM, Nyandeni LM, Ingquza Hill LM and Port St Johns LM. Plans to address veldt fires in these areas were identified, developed and are implemented by the DM with stakeholders, EC Umbrella FPA, DWA, Working on Fire, Other District Municipalities and Local Municipalities e.g. KSD.

Institutional capacity and preparedness structures have been established through programmes like the formation of Community Fire Protection structures and recruitment and awareness campaigns are developed and implemented.
. Challenges

- Lack of dedicated fire hydrants as a critical facility in rural areas and some urban developed areas;
- Inadequate budget to finance purchase of fire vehicles, equipment, and suitable facilities at satellite office level;
- No integrated approach to community public awareness, education and training initiatives;

- No proclaimed / Gazetted fire services bylaws which inhibit enforcement of the act..

2.17.3 Provision of Sustainable District Health Services

Environmental Health comprises those aspects of Human Health, including the quality of life, that are determined by physical, chemical, biological, social and psycho-social factors in the environment. It also refers to the theory and practice of ascertaining, correcting, controlling and preventing those factors in the environment that can potentially adversely affect the health of present and future generations.

Scope of Practice of MHS includes the following:

Monitoring water quality and availability, for instance, water samples are taken for both chemical and bacteriological analysis. Waste water treatment and water pollution control, including the disposal of sewage and other water borne waste.

Control food safety in respect of acceptable microbiological and chemical standards and quality of all food for human consumption and optimal hygiene control throughout the food supply chain from the point of origin, all primary ground, or raw products production up to the point of consumption.

The District Municipal Health Services has been authorized to enforce Food Cosmetics and Disinfectant Act.

Management or monitoring of solid waste by ensuring that waste collection, treatment, storage and disposal in all local municipalities. Manage illegal waste by Identifying and clearing cropping up illegal waste (dumps).

Surveillance and prevention of communicable diseases through health and hygiene promotion aimed at prevention of environmentally induced diseases and related communicable diseases.

Vector control by identifying vectors, their habitats and breeding places.
Environmental pollution control by ensuring identification of polluting agents and their sources.
Occupational health and safety

Disposal of the dead includes control, restriction and evaluation or inspection of business of undertaker other places or facilities for the storage of dead bodies. Manage, control and monitor exhumations and reburial or disposal of human remains.

Chemical safety includes listing of all operators, fumigation firms formal and informal, retail premises, which deal with the (manufacturing, application, transport or all of) storage of chemicals.

Devolution processes are partially achieved. However, the DM still needs to receive 6 Environmental Health Practitioners from King Sabatha Dalindyebo Local Municipality.

Department of Health

2.17.4 Health Facilities

Eastern Cape Province has 992 health facilities that are made up of 164 non-fixed, 721 fixed clinics and 41 Community Health Centres whilst the hospitals are 66 (ECDOH Annual Performance Plan 2015/16). OR Tambo District Municipality has 182 health facilities made up of 11 mobiles, 135 fixed clinics, 10 Community Health Centres, 9 district hospitals, 2 Regional hospitals, 1 tertiary hospital, 1 Orthopedic hospital and 3 Victim Empowerment Centres. There are 5 private health facilities made up of 2 private hospitals and 3 non-medical sites. There is 1 EMS main base in Mthatha and 7 satellite stations that have been distributed throughout the District. This makes up 18.3% of the total health facilities in the Eastern Cape. The majority of the hospitals in the OR Tambo District Municipality are generally in the rural areas with only 2 out of 12 hospitals that are in the urban area. Only 4 out of 145 Primary Health Care facilities are in the urban area whilst 141 are in the rural area.

Table 28: Number of Health Facilities (O.R. Tambo DM 2016)

HEALTH FACILITIES	NUMBER
Clinics	135
Community Health Centre	10
Correctional Centre	4
Crisis / Victim Empowerment Centre	3 (Sinawe, Thuthuzela & Thembelitsha)
District hospital	9
EMS	1 main base in Mthatha & satellite stations
Mobiles	11
Non-medical sites	3
Private hospital	2
Provincial Central hospital	1
Regional hospital	2
Psychiatric hospital	0
Specialised Orthopaedic hospital	1
Specialised TB hospital	0
TOTAL	**182**

NATIONAL HEALTH INSURANCE (NHI) INITIATIVES

Infrastructure improvement

OR Tambo District Municipality is a pilot site for National Health Insurance (NHI) and there are various initiatives that are being implemented in preparation for the implementation of NHI. National Department of Health is continuously driving an active programme of refurbishing the Primary Health Care (PHC) facilities. The Provincial government is continuing with the programme of construction and refurbishing of health facilities. Twenty seven (27) PHC facilities have been provided with modular structures made up of six (6) additional consulting rooms that are fully equipped with medical equipment. The process of the provision of modular structures has been done in phases by the National Department of Health, with the aim of improving the space, especially in the previously small health facilities. Construction of new clinics has been completed as well as the replacement of some of the old, smaller clinics with bigger, modern structures. Forty nine (49) facilities are planned for major renovations and refurbishment by the Development Bank of South Africa in the 2017/18 financial year.

However the department is still beset with challenges with the recruitment and retention of qualified staff especially in the rural areas. Challenges of non-availability of water in some of the health water are experienced.

National Department of Health is also supporting the district in a programme of improving Quality of Care in health facilities by building eight (8) NHI or Ideal Clinics in four (4) Local Municipalities. Two new Ideal Clinics have been built in KSD Local Municipality whilst 6 Ideal Clinics have been re-built to replace old clinics in KSD, Mhlontlo, Nyandeni and Ingquza Hill Municipalities. All health facilities are implementing the National Core Standards to ensure that the service delivery is rendered within the expected norms and standards. The District is monitoring implementation of the six priorities of the National Core Standards in the health facilities that are: cleanliness; availability of medicines; safety and security of the patients; waiting times; staff attitude and infection prevention and control. Sometimes, shortage of resources like staff, medicines and other medical supplies are experienced.

Re-engineering of Primary Health care (RPHC)

According to the NHI White Paper dated 10 December 2015, Primary Health Care is the heart-beat of NHI. It (PHC) starts in the communities and is the first level of contact with the health system by individuals, the family and the community. The streams that form part of RPHC are as follows:

Municipal Ward Based Outreach Teams (WBOTs)

As an NHI Pilot district, OR Tambo is supposed to have 143 WBOTs. This means that there should be a WBOT for each of the 143 Municipal Wards. These are the teams that are led by an Enrolled nurse, as an Outreach Team Leader (OTL) and six Community Health Workers (CHW), and are linked to the PHC facilities. However, the District has 70 WBOTs only, which is 49%. Recruitment process is on-going to increase the number of the team leaders and the CHWs.

Community Health Workers visit the households and assess the health status in the households and provide health education, identify those in need of preventive, curative and rehabilitation services. The clients who are in need of different services are referred to the relevant areas e.g. PHC facility, social services, home based care etc. CHWs also do household profiling to register people in the households who require specific health care services including the disease burden.
Mobile vehicles have been made available in the four health Sub districts to deliver health services in the communities i.e. KSD, Mhlontlo, Nyandeni (Nyandeni & Port St Johns) and Qaukeni (Ingquza Hill). The vehicles are categorized for Primary Eye Care services; Oral / dental health and Eye care services.

Integrated School Health Programme
School health teams are providing school health services to improve physical, mental and general well-being of the children of school going age. Integrated School Health Programme provides services like health promotion, prevention and curative services and also screening for health related barriers to learning such as vision, hearing, cognitive and related developmental impairment.

Practitioners Contracted (GP Contracting)
The contracting of General Practitioners (GPs) to visit the clinics and Community Care Centres (CHCs) is part of the Re-engineering of Primary Health Care, with the aim of reducing the load of work and long queues in all the PHC facilities.
There are 45 GPs that have been contracted in OR Tambo District Municipality that have been distributed as follows:

Local Municipalities	GPs contracted	Facilities visited
KSD	21	37
Mhlontlo	9	12
Nyandeni	6	5
Port St Johns	2	4
Qaukeni	7	11
District Average	**45**	**69**

The GPs are able refer patients to District Hospitals, Regional Hospitals up to the Central Hospital and Specialised Hospital. This process of contracting GPs is on-going month by month

Central Chronic Medicines Dispensing and Distribution (CCMDD)
CCMDD programme was started in February 2014 and has been implemented in ten NHI districts throughout the country. The programme has been rolled out to other non-NHI districts. Service providers have been contracted by National Department of Health to distribute medicines from the central warehouse to the pick-up points for all the patients that have been registered on the CCMDD programme. Medicines are distributed to the pick-up points which are either health facilities or outside. Additional pick up points are being contracted to provide for pick up point services, as the original contracted service provider has not have a footprint in all provinces especially in more rural areas.

The total number of patients that are registered on CCMDD was 75 808 as on the 3 February 2017. The total number of pick-up points is 30 and the process of opening additional ones is continuing.

Health Patient Registration System (HPRS)
This is a component of the NHI Information Systems. The development started in July 2013 as a partnership between National Department of Health, Department of Science and Technology and Council for Science& Industrial Research (CSIR). The registration of patients at the health facilities is also linked to the Department of Home Affairs and the Population register.

All the clients that are visiting the PHC facilities are registered in the HPRS using their Identification documents for correct identification. New patient's records have been made available for recording of patients' consultation and progress and are filed in bulk filers that have been provided by National Department of Health and have been installed in the PHC facilities. All the PHC facilities have been provided with computers for the consulting rooms. In future, professional nurses will be capturing their consultations on the Electronic Tick Register rather than using paper-based registers. The future plan

is that, when a patient is being referred to another health care facility, everything about the patient will be reflected on the HPRS. At the end of January 2017, 511 227 patients were registered on HPRS in OR Tambo District.

2.17.5 Protection and promotion of rights for communities
Training and capacity building in Moral Regeneration is rendered as workshops on Life Skills awareness and Parenting skills for teenage mothers at schools and Organized Youth. In a quest to mainstream the interests of vulnerable groups, Early Childhood Development Centres (ECDCs) are equipped with educational equipment.

Support to families in distress
To improve the livelihood of indigent families in distress and families in distress that are affected by disaster-related incidents, receive material support in the form of funeral costs, food parcels and psycho-social support. A draft Social Relief of Distress Policy is awaiting a workshop and relevant processes for Council approval

Ensure coordination of Community Facilities
This unit is responsible for the coordination of social sector departments' activities for community development through Thusong Centres.

Support to library and information services
Basic library furniture and equipment required for community library services are provided. The establishment of public community and school libraries in remote areas in LMs is coordinated, through the establishment of "school-community libraries". Library furniture, equipment and stationery are also provided for public/community libraries in all 5 LMs. Library outreach programmes (*Library Awareness*) are co-ordinated and supported through the following library annual events, namely, international Literacy & Readathon Week, international Library Week, World Book Day, World Poetry Day and Career Exhibition. Connection to the Internet is coordinated and installed in some public library

Ensure safe and secure community livelihoods
In order to prioritize Crime prevention & law enforcement, District and Local Safety Forums have been strengthened in various areas with the Department of Safety and Liaison. Local Safety Forums have been established in the current financial year in KSD and Mhlontlo. Safer Schools Programmes are conducted in various schools across the District, at least two School Safety programmes have been established and supported. Sport Against Crime Programmes are also implemented by the District Municipality. Patrollers Programmes are implemented in all four coastal local municipalities. At least 25 patrollers have been targeted for training in the current year. A Draft Crime prevention strategy is available and awaits a policy workshop and after that Council approval.

2.17.6 Development of sport, heritage, arts and culture
Capacity building and coordination of implementation of sports, heritage arts and culture development is done. This includes football clinics for talent identification, support to mayoral cups tournaments, support to various sport codes in all LMs in the form of kits and sport equipment, capacity building for coaches, Athletics Federation officials, District Sport Council, transfer of sport facilities, District heritage structure strengthened, and celebration of significant heritage days.

Challenges include:

- Maintenance of Community facilities – little or no income generated;
- Poor coordination of services rendered; and
- Understaffing.

Sport, Recreation, Arts, Culture and Heritage ensures the development of Sport, Recreation, Arts, Culture and Heritage initiatives and capacity building to coordinate implementation of such activities and link to economic development. This includes preservation and conservation of heritage resources including the Liberation Heritage Route.Futrhermore to intiate the coordination of the establishment of the infra structure (Facilities, academies, Art Galaries, Arts Centers) related to the section.

Roles and responsibilities for the Sport, Recreation, Arts, Culture and Heritage (SRACH)

The Section for (SRACH) is responsible for the co ordination and facilitation of Sport Recreation Arts, Culture and Heritage activities within the District Municipality.

Sport and recreation

- The unit is responsible for the co- ordination, facilitation and assistance to Federations, Codes, Clubs and individuals in pursuing their sporting activities
- The unit is also responsible for coordinating the activities of the federations, clubs, teams and individuals
- The unit also liaise with District, Provincial, National and International communities to pursue the sport activities
- Liaise with the District, Provincial and National DSRAC
- The unit also facilitates and co -ordinates the establishment of the sport infrastructure(Facilities) within the District
- The unit also assists the federations, teams , clubs and individual players and sport personnel with sporting equipment for the benefit of the Sport and Recreation activities
- The unit is responsible for the co-ordination of the establishment of the Sport and Recreation councils
- The unit also coordinates and facilitates sport activities for school sport.

Arts and culture

- The unit is responsible for the coordination and support to the Arts and Cultural groups.
- The unit is responsible for the promotion and assistance to all forms of Art, viz:-
    - Language and Literature
    - Film Development
    - Visual Art and Craft
    - Heritage and Museums
- The unit is responsible to facilitate the establishment of Arts Centers , Art Galleries and Theatres within the District
- The unit coordinates and facilitates the implementation of the articles reflected in the White Paper for Arts, Culture and Heritage.
- To monitor and ensure the budget allocated is implemented accordingly
- To identify the film locations and development of bylaws thereafter.

Heritage and museums

- The unit is responsible for the co ordination and support of Heritage activities and Museums in terms of the South African legislations governing Heritage and Museums
- To ensure the strengthening of the Heritage- tangible and intangible, Liberation Heritage Route,) and Museums activities within the O.R Tambo District Municipality

CHAPTER 3 DEVELOPMENT STRATEGIES

3.1 INTRODUCTION

This chapter of the IDP provides an outline of the strategic intentions of the OR Tambo District Municipality over the next five year term. Following the revision of the situational analysis, extensive community consultations, as well as a Mayoral Lekgotla and Mega Strategic Planning Session, a review of vision, mission and identification of Counicl priority areas was undertaken.

Municipalities have a constitutional mandate in driving socio-economic development at a grass roots level. As such, integrated development planning, implementation and monitoring and reporting are critical to ensure that issues are addressed and that objectives are met.

"What gets measured, gets done"

Government's imperative on the outcomes based theory for all interventions requires that careful attention is paid to allocating scarce resources to best address priority issues. This chapter summarises they priority areas identified from the situational analysis, community consultations and the strategic planning sessions.

As the Council elected in August 2016 endeavours to ensure direction and guidance in driving service delivery and development, it has committed itself to the strategic agenda of the District which has been translated into the goals, objectives and targets which are detailed throughout the chapters of the IDP.

3.2 OR TAMBO DISTRICT MUNICIPALITY'S MAYORAL LEKGOTLA 2017

In compliance to the legislative framework and to ensure that the district has a credible IDP, the O.R. Tambo Mayoral Committee convened its Lekgotla on the 12-13 February 2017. The Lekgotla was centred on planning and it was facilitated to strengthen interface between the institution leadership and the key strategic sectors. It was a build-up for the review of the 2017/22 targets in line with resource availability. The session deliberated on the key government policy pronouncement and priorities that need consideration in the municipal planning. The Mayoral Lekgotla set the district agenda by lifting the strategic issues that should be inculcated into the IDP review. This strategic plan serve to engage stakeholder in review of the IDP 2017/22, taking into account the set agenda from the Lekgotla.

The strategic issues raised during the Mayoral Lekgotla formed a basis for discussion and input in the commissions of the IDP Mega Strategic Planning Session and each commission had to demonstrate how each of these emerging issues would be taken into account in the process of reviewing objectives and strategies.

3.3 O.R TAMBO DISTRICT MUNICIPALITY'S IDP MEGA STRATEGIC PLANNING SESSION

The IDP Mega Strategic Planning session was held in Mthatha from the 14 to 16 February 2017. The primary objective of the Strategic Planning session was to assess the prior years performance of the institution in order to make the necessary adjustment in the planning instruments whilst also looking on the forward planning for the next financial year and the term.

In an effort to attain a district wide contribution, consent and commitment from the intergovernmental relations partners and role players various aspects, a wide range of participants were invited to the session. Key particiapnts included all the District and Local Municipalities Mayors, Speakers, Chief Whips, Members of the District Mayoral Committee, Municipal Managers, Senior Managers and all IDP and IGR coordinators from the District and Local Municipalities, Regional Directors of sector departments, representatives of community structures registered in IDP Representative Forum database (including Business community, Council of Churches, Traditional Leadership, Rate payers' association, etc.).

The session was structured such that various sectors broke off into five (5) KPAs commissions to ensure maximum participation and input from all the relevant stakeholders taking into consideration:-

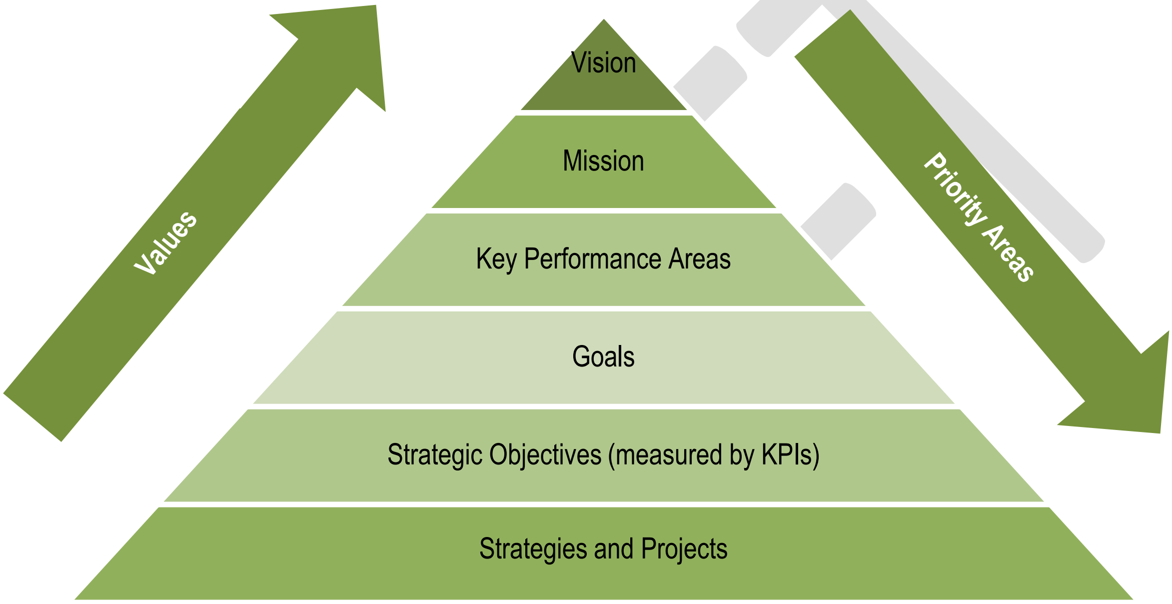
- Presentations on the status of the District according to the Directorates and Local Municipalities.

- The presentations made by National and Provincial departments and partners indicating their plans for the district.

The following template was used by all commissions to present their inputs focusing on the:

- Review of the Vision
- Review of the Mission
- Key Priority/Focus Areas (2017-2022)
- Catalytic Projects (2017-2022)
- Key Projects (2017-2022) aligned to OR Tambo Centenary (Short-term 2017/2018) and Legacy Projects (Long-term 2017-2022)

Following the strategic session, individual sessions were held with leadership, to develop the strategic objectives, indicators and targets. The organisational goals and strategic objectives will address the priority areas/issues identified in the session through the implementation of specific strategies and projects and through the monitoring of progress by the use of Key Performance Indicators (KPIs). The vision and mission are cascaded throughout the organisation as follows:



The ORTDM's strategic trajectory is outlined below.

3.4 VISION

A prosperous, vibrant, innovative and people-centered district

3.5 MISSION

Provide core sustainable services and support in fulfilling its mandate through a developmental local government approach. OR Tambo shall pursue a socio-economic development agenda that will provide an improved quality of life and affirm the dignity of its people.

3.6 VALUES

O	Objective
L	Leadership
I	Industrious and Innovative
V	Virtuous
E	Ethical and Excellence
R	Respect, Responsible and Responsive
T	Tenacious and Transparent
A	Accountable
M	Meticulous
B	Bold and Brave
O	Openness

3.7 KEY PERFORMANCE AREAS

The five (5) Key Performance Areas identified for ORTDM are as follows:

3 Basic Service Delivery and Infrastructure Development
4 Local Economic Development
5 Financial Viability and Management
6 Good Governance and Public Participation
7 Municipal Transformation and Institutional Development

3.8 GOALS

In terms of addressing priority issues identified across the five (5) KPAs, seven (7) Goals have been identified over the medium term. These Goals are aligned to each of the five (5) KPAs, except where Basic Services and Infrastructure is separated into three distinct Goals, one addressing Community Livelihoods and the others addressing Water & Sanitation and Infrastructure respectively.

2. Basic Service Delivery and Infrastructure Development –
    a. To provide conducive, adequate and accessible infrastructure
    b. To promote integrated sustainable community livelihoods
    c. By 2022 our district should have provided water and sanitation to every village/community
3. Local Economic Development –
    a. To promote rapid and sustainable economic growth within the limits of available natural resources
4. Financial Viability and Management –
    a. To manage the financial viability of the OR Tambo District Municipality through sound management and good governance
5. Good Governance and Public Participation –
    a. To build a coherent district that is responsive, accountable and promotes clean governance
6. Municipal Transformation and Institutional Development-
    a. To develop, transform and capacitate the OR Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate

3.9. PRIORITY AREAS AND STRATEGIC OBJECTIVES LINKED TO PROVINCIAL AND NATIONAL OUTCOMES AND PRIORITY AREAS

The table below provides further detail as to how the 5 KPA's and 7 Goals have been translated into key priority areas which were identified during the Mega Strategic Planning Session. Strategic Objectives have been developed to address all priority areas and explain what the ORTDM wants to achieve over the medium term. ORTDM have numerous strategies and plans which provide further detail as to how these objectives will be realised. ORTDM presents in Chapter 4, details of how its organisational Goals and Strategic Objectives will address Priority Issues through the tracking of progress via Key Performance Indicators and Targets. Project Information aligned to Chapters 3 and 4, can be found in Chapter 7. Section 25 (1) (e) of the Municipal Systems Acts states that an IDP adopted by a Municipal Council must be aligned with national and provincial development plans in terms of the relevant legislation. The synergy, alignment and coordination between the various development plans and strategic imperatives of the three spheres of government (i.e. IDP, PGDP, NSDP, National Outcomes Approach, etc.) is imperative in order to achieve coordination and alignment of development initiatives within the district. The table below also shows the alignment of ORTDM Goals and Strategic Objectives to provincial and national priorities and outcomes.

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Libraries, information and Education	To promote the usage of libraries in the District		An educated, empowered, and innovative citizenry	Improving education, training and innovation	Quality basic education	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Early Childhood Development	To provide support to the most vulnerable groups within the District on an annual basis		An educated, empowered, and innovative citizenry	Improving education, training and innovation	A better South Africa, a better and safer Africa and world	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Community needs analysis and mobilisation	To provide support to the most vulnerable groups within the District on an annual basis		Vibrant and equitably enabled communities	Ensure social protection	A responsive, accountable, effective and efficient local government system	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Community Safety	To provide support in the reduction of crime in the District on an annual basis		Capable, conscientious and accountable institutions	Build safer communities	All people in South Africa are protected and feel safe	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Municipal Health Services	To expedite the investigation of notifiable medical conditions within 24 hours of		A healthy population	Health care for all	Improved health and life expectancy	Put people and their concerns first

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
			reporting in order to prevent communicable diseases					
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Municipal Health Services	To manage the clearing of identified and reported illegal dumps in order to control vector borne diseases		A healthy population	Health care for all	Improved health and life expectancy	Create conditions for decent living
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Sports, recreation, arts, culture and Heritage	To provide support to sports, recreation, arts, culture and heritage		An educated, empowered, and innovative citizenry	Ensure social protection	A responsive, accountable, effective and efficient local government system	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Disaster risk management and fire services	To promote and sustain an integrated approach to disaster management by 2022	Disaster Management Plan	Capable, conscientious and accountable institutions	Improve environmental sustainability and resilience	Protection and enhancement of environmental assets and natural resources	Create conditions for decent living
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Disaster risk management and fire services	To ensure that fire and emergency incidents are responded to within the required turnaround times	Disaster Management Plan	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Put people and their concerns first
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available	Rural development (spatial planning of the region)	To assist all municipalities in the district to be SPLUMA compliant by 2018/2019	Spatial Development Framework	Capable, conscientious and accountable institutions	Develop an inclusive rural economy	A responsive, accountable, effective and efficient local government system	Create conditions for decent living

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
	natural resources							
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Tourism Development and Marketing	To promote tourism in the District	Local Economic Development Strategy and Communication Strategy	An inclusive, equitable and growing economy for the province	Promote improvement in the economy and increase employment	Decent employment through inclusive economic growth	Create conditions for decent living
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Agricultural development and Agro-processing	To boost agriculture contribution and improve food security in the District by 2022	Local Economic Development Strategy	An inclusive, equitable and growing economy for the province	Develop an inclusive rural economy	Vibrant, equitable and sustainable rural communities and food security	Create conditions for decent living
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Economic Infrastructure Development	To boost agriculture contribution and improve food security in the District by 2022	Local Economic Development Strategy	An inclusive, equitable and growing economy for the province	Promote improvement in the economy and increase employment	Vibrant, equitable and sustainable rural communities and food security	Create conditions for decent living
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Blue Economy	To provide support to entrepreneurs and create employment opportunities by 2022	Local Economic Development Strategy	An inclusive, equitable and growing economy for the province	Improve environmental sustainability and resilience	Decent employment through inclusive economic growth	Create conditions for decent living

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Forestry Development, Afforestation and Processing	To provide support to entrepreneurs and create employment opportunities by 2022	Local Economic Development Strategy	Vibrant, equitably enabled communities	Improve environmental sustainability and resilience	Decent employment through inclusive economic growth	Put people and their concerns first
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Enterprise and Cooperatives Development	To provide support to entrepreneurs and create employment opportunities by 2022	Local Economic Development Strategy	An inclusive, equitable and growing economy for the province	Promote improvement in the economy and increase employment	A skilled and capable workforce to support inclusive growth	Create conditions for decent living
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Trade and Investment promotion	To boost investment into the District and grow the district economy by 2022	Local Economic Development Strategy	An inclusive, equitable and growing economy for the province	Promote improvement in the economy and increase employment	An efficient, competitive and responsive economic infrastructure network	Create conditions for decent living
Basic Service Delivery and Infrastructure	To promote rapid and sustainable economic growth within the limits of available natural resources	Green Economy	To establish a fully functional value chain recycling programme by 2022	Integrated Waste Management Plan	Capable, conscientious and accountable institutions	Improve environmental sustainability and resilience	Protection and enhancement of environmental assets and natural resources	Create conditions for decent living
Basic Service Delivery and Infrastructure	To promote rapid and sustainable	Environmental and Waste Management	To improve air quality in the district by 2022	Air Quality Management Plan	Capable, conscientious and	Improve environmental	Protection and enhancement of	Create conditions for decent living

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
	economic growth within the limits of available natural resources				accountable institutions	sustainability and resilience	environmental assets and natural resources	
Basic Service Delivery and Infrastructure	To promote rapid and sustainable economic growth within the limits of available natural resources	Environmental and Waste Management	To recycle 70% of all waste by 2022	Environmental Management Plan and Integrated Waste Management Plan	Capable, conscientious and accountable institutions	Improve environmental sustainability and resilience	Protection and enhancement of environmental assets and natural resources	Create conditions for decent living
Basic Service Delivery and Infrastructure	To promote rapid and sustainable economic growth within the limits of available natural resources	Environmental and Waste Management	To ensure that at least 80% of projects comply with environmental regulations	Environmental Management Plan	Capable, conscientious and accountable institutions	Improve environmental sustainability and resilience	A responsive, accountable, effective and efficient local government system	Be well governed
Financial Viability and Management	To manage the financial viability of the OR Tambo District Municipality through sound management and good governance	Asset & Liability Management	To have an accurate, complete and GRAP compliant asset register by 2017/2018		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Ensure sound financial management
Financial Viability and Management	To manage the financial viability of the OR Tambo District	mSCOA Implementation	To achieve mSCOA compliance by the district municipality in	IGR Policy	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local	Ensure sound financial management

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
	Municipality through sound management and good governance		line with the National Treasury Regulations and Guidelines by 2018/2019				government system	
Financial Viability and Management	To manage the financial viability of the OR Tambo District Municipality through sound management and good governance	Supply Chain Management	To ensure the effective implementation of demand management, acquisition management, contract management, supplier performance management and SCM risk management by 2022	Supply Chain Management Policy	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Financial Viability and Management	To manage the financial viability of the OR Tambo District Municipality through sound management and good governance	Budget management	To ensure that the annual budget planning and preparation is sustainable, credible, funded and mSCOA complaint	IGR Policy	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Ensure sound financial management
Basic Service Delivery and Infrastructure	Providing conducive, adequate and accessible infrastructure	Social Relief Housing	To build 73 new housing units by 2022	District Human Settlements Strategy and Spatial Development Framework	Vibrant, equitably enabled communities	Fighting corruption	Sustainable human settlements and improved quality of household life	Create conditions for decent living
Basic Service Delivery and Infrastructure	Providing conducive, adequate and	Farm Housing	To build 73 new housing units by 2022	District Human Settlements Strategy and	Vibrant, equitably	Transforming human settlements	Sustainable human settlements	Create conditions for decent living

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
	accessible infrastructure			Spatial Development Framework	enabled communities		and improved quality of household life	
Local Economic Development	Promoting rapid and sustainable economic growth within the limits of available natural resources.	Capacitation of Youth and Emerging Contractors	To train 125 emerging Previously Disadvantaged Individuals (Youth and Emerging Contractors) by 2022	Local Economic Development Strategy	An educated, innovative and empowered citizenry	Improving education, training and innovation	A skilled and capable workforce to support inclusive growth	Put people and their concerns first
Basic Service Delivery and Infrastructure	Providing conducive, adequate and accessible infrastructure	Housing Consumer Education	To establish the necessary support structures to improve the provision of Human Settlements on a continuous basis	District Human Settlements Strategy	An educated, innovative and empowered citizenry	Ensure social protection	Sustainable human settlements and improved quality of household life	Put people and their concerns first
Basic Service Delivery and Infrastructure	Providing conducive, adequate and accessible infrastructure	District Human Settlements Strategy	To establish the necessary support structures to improve the provision of Human Settlements on a continuous basis	District Human Settlements Strategy	Capable, conscientious and accountable institutions	Transforming human settlements	Sustainable human settlements and improved quality of household life	Be well governed
Basic Service Delivery and Infrastructure	Providing conducive, adequate and accessible infrastructure	Housing Forums	To establish the necessary support structures to improve the provision of Human Settlements on a continuous basis	District Human Settlements Strategy and Public Participation Strategy	Capable, conscientious and accountable institutions	Transforming human settlements	A responsive, accountable, effective and efficient local government system	Be well governed

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
Good Governance and Public Participation	Building of a coherent district that is responsive, accountable and promotes clean governance	Municipal Oversight Policy and research	To instil good governance in all municipal operations and strengthen relations with stakeholders by 2022	Municipal Oversight Model	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance and Public Participation	Building of a coherent district that is responsive, accountable and promotes clean governance	Compliance with legislation	To instil good governance in all municipal operations and strengthen relations with stakeholders by 2022	IGR Policy	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance and Public Participation	Building of a coherent district that is responsive, accountable and promotes clean governance	Public Participation	To instil good governance in all municipal operations and strengthen relations with stakeholders by 2022	Public Participation Strategy	Vibrant, equitably enabled communities	Building a capable and developmental state	A development orientated public service and inclusive citizenship	Put people and their concerns first
Good Governance and Public Participation	Building of a coherent district that is responsive, accountable and promotes clean governance	Political stability	To instil good governance in all municipal operations and strengthen relations with stakeholders by 2022	IGR Policy	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Basic Service Delivery and Infrastructure	Providing conducive, adequate and accessible infrastructure	Accelerate planning and delivery of municipal infrastructure programmes	To implement all Transport Plans by 2022	District Integrated Transport Plan (DITP)	Capable, conscientious and accountable institutions	Develop sound economic infrastructure	A responsive, accountable, effective and efficient local government system	Create conditions for decent living

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
Basic Service Delivery and Infrastructure	Providing conducive, adequate and accessible infrastructure	Accelerate planning and delivery of municipal infrastructure programmes	To assist in the improvement of roads in the District		Capable, conscientious and accountable institutions	Develop sound economic infrastructure	An efficient, competitive and responsive economic infrastructure network	Create conditions for decent living
Municipal Transformation and Institutional Development	To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate	Recruitment and Selection	To effectively and efficiently recruit and retain competent Human Capital by 2022	Employment Equity Plan	Capable, conscientious and accountable institutions	Promote improvement in the economy and increase employment; Nation building and social cohesion	A development orientated public service and inclusive citizenship	Be well governed; Build and maintain sound institutional and administrative capabilities
Municipal Transformation and Institutional Development	To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate	Human Resource Development	To train 1524 municipal officials by 2022	Workplace Skills Plan	An educated, innovative and empowered citizenry	Improving education, training and innovation	A development orientated public service and inclusive citizenship	Build and maintain sound institutional and administrative capabilities

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
Municipal Transformation and Institutional Development	To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate	Employment Equity	To increase the number of people from employment equity target groups in the three highest levels of management	Employment Equity Plan	Capable, conscientious and accountable institutions	Promote improvement in the economy and increase employment	A development orientated public service and inclusive citizenship	Be well governed
Municipal Transformation and Institutional Development	To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate	Employee Relations (Institutional)	To provide effective and efficient human resource and corporate administration support		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed; Build and maintain sound institutional and administrative capabilities
Municipal Transformation and Institutional Development	To develop, transform and capacitate the OR Tambo District municipality and its local	Records Management (Institutional)	To provide effective and efficient human resource and corporate administration support		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
	municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate							
Municipal Transformation and Institutional Development	To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate	Employee Wellness (District Wide)	To provide effective and efficient human resource and corporate administration support		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Build and maintain sound institutional and administrative capabilities
Municipal Transformation and Institutional Development	To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it	Organisational Development (District Wide)	To provide effective and efficient human resource and corporate administration support	Employment Equity Plan	Capable, conscientious and accountable institutions	Building a capable and developmental state	A development orientated public service and inclusive citizenship	Be well governed

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
	capable of delivering in its mandate							
Municipal Transformation and Institutional Development	To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate	ICT Enhancement (District Wide)	To provide effective and efficient human resource and corporate administration support		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Municipal Transformation and Institutional Development	To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate	Occupational Health and Safety	To provide effective and efficient human resource and corporate administration support		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive,	Communications	To ensure effective, well-coordinated and integrated district	Communication Strategy	An inclusive, equitable and growing	Building a capable and developmental state	A development orientated public service	Put people and their concerns first

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
	accountable and promotes clean governance		wide communication by 2022		economy for the province		and inclusive citizenship	
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Risk management and fraud prevention	To instil good governance in all municipal operations and strengthen relations with all stakeholders by 2022	Risk Management Strategy	Capable, conscientious and accountable institutions	Fighting corruption	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Performance management, monitoring and evaluation	To ensure a district wide coordination of implementation, monitoring and evaluation of the IDP	Performance Management Policy and Framework	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Compliance with legislation	To instil good governance in all municipal operations and strengthen relations with all stakeholders by 2022		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Inter-governmental Relations	To instil good governance in all municipal operations and strengthen relations with all stakeholders by 2022	IGR Policy	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance	To build a coherent district that is	Municipal Support	To provide support and capacity building	IGR Policy	Capable, conscientious and	Building a capable and	A responsive, accountable, effective and	Be well governed

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
and Public Participation	responsive, accountable and promotes clean governance		initiatives to Local municipalities and Development Agencies by 2022		accountable institutions	developmental state	efficient local government system	
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Legal services	To ensure compliance with legislation, policies, regulations and to minimise exposure to avoidable litigations by 2022		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Internal auditing	To obtain a clean audit opinion by 2020/21		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Ensure sound financial management
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Planning	To ensure a district wide coordination of implementation, monitoring and evaluation of the IDP	Performance Management Policy and Framework	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Information Communication and Technology (governance)	To ensure effective, well-coordinated and integrated district wide communication by 2022		Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Political stability	To ensure effective, well-coordinated and integrated district wide communication by 2022	Communication Strategy	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Policy and research	To ensure effective, well-coordinated and integrated district wide communication by 2022	Communication Strategy	Capable, conscientious and accountable institutions	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	Be well governed; Build and maintain sound institutional and administrative capabilities
Basic Service Delivery and Infrastructure	Promoting integrated sustainable community livelihoods	HIV/AIDS, Communicable & Non communicable diseases	To improve the well-being of vulnerable groups and general welfare of O.R Tambo communities by 2022	Integrated HIV/AIDS Strategy	A healthy population	Health care for all	Improved health and life expectancy	Create conditions for decent living
Basic Service Delivery and Infrastructure	Promoting integrated sustainable community livelihoods	Special Programmes Women Youth People with Disabilities	To improve the well-being of vulnerable groups and general welfare of O.R Tambo communities by 2022		An educated, innovative and empowered citizenry	Ensure social protection	A development orientated public service and inclusive citizenship	Put people and their concerns first
Basic Service Delivery and Infrastructure	Promoting integrated sustainable community livelihoods	Poverty Alleviation	To improve the well-being of vulnerable groups and general welfare of O.R Tambo		An inclusive, equitable and growing economy for the province	Ensure social protection	Vibrant, equitable and sustainable rural communities	Create conditions for decent living

KPA	Municipal Goal	Priority Area	Strategic Objective	Strategy	PDP's Goal	NDP's Goal	National Outcome	Back to Basics
			communities by 2022				and food security	
Basic Service Delivery and Infrastructure	Promoting integrated sustainable community livelihoods	O.R Tambo month commemoration	To instil a sense of community through the organisation of special events		Capable, conscientious and accountable institutions	Building a capable and developmental state	A development orientated public service and inclusive citizenship	Put people and their concerns first
Basic Service Delivery and Infrastructure	Promoting integrated sustainable community livelihoods	Nelson Mandela month commemoration	To instil a sense of community through the organisation of special events		Capable, conscientious and accountable institutions	Building a capable and developmental state	A development orientated public service and inclusive citizenship	Put people and their concerns first
Good Governance and Public Participation	Promoting integrated sustainable community livelihoods	Public participation	To instil good governance and strengthen public participation through effective communication between Municipalities and communities by 2022	Public Participation Strategy	Capable, conscientious and accountable institutions	Building a capable and developmental state	A development orientated public service and inclusive citizenship	Put people and their concerns first

CHAPTER 4: PERFORMANCE MANAGEMENT

4.1 INTRODUCTION

This section provides a summary on how performance management is implemented at the OR Tambo District Municipality. The Local Government: Municipal Systems Act No. 32 of 2000 as amended, requires municipalities to:

- Establish and develop a performance management system;
- Monitor and review the performance management system;
- Set appropriate key performance indicators and measurable targets;
- Establish a process of regular reporting;
- Involve the community in the development, implementation and review of the performance management system;
- Include general key performance indicators prescribed by the Minister;
- Make performance indicators and targets known internally and to the general public;
- Ensure that results are audited; and
- Prepare an annual performance report.

4.2 LEGISLATIVE FRAMEWORK

In addition to the Municipal Systems Act No. 32 of 2000, the following legislation and regulations are applicable when implementing and managing a performance management system:

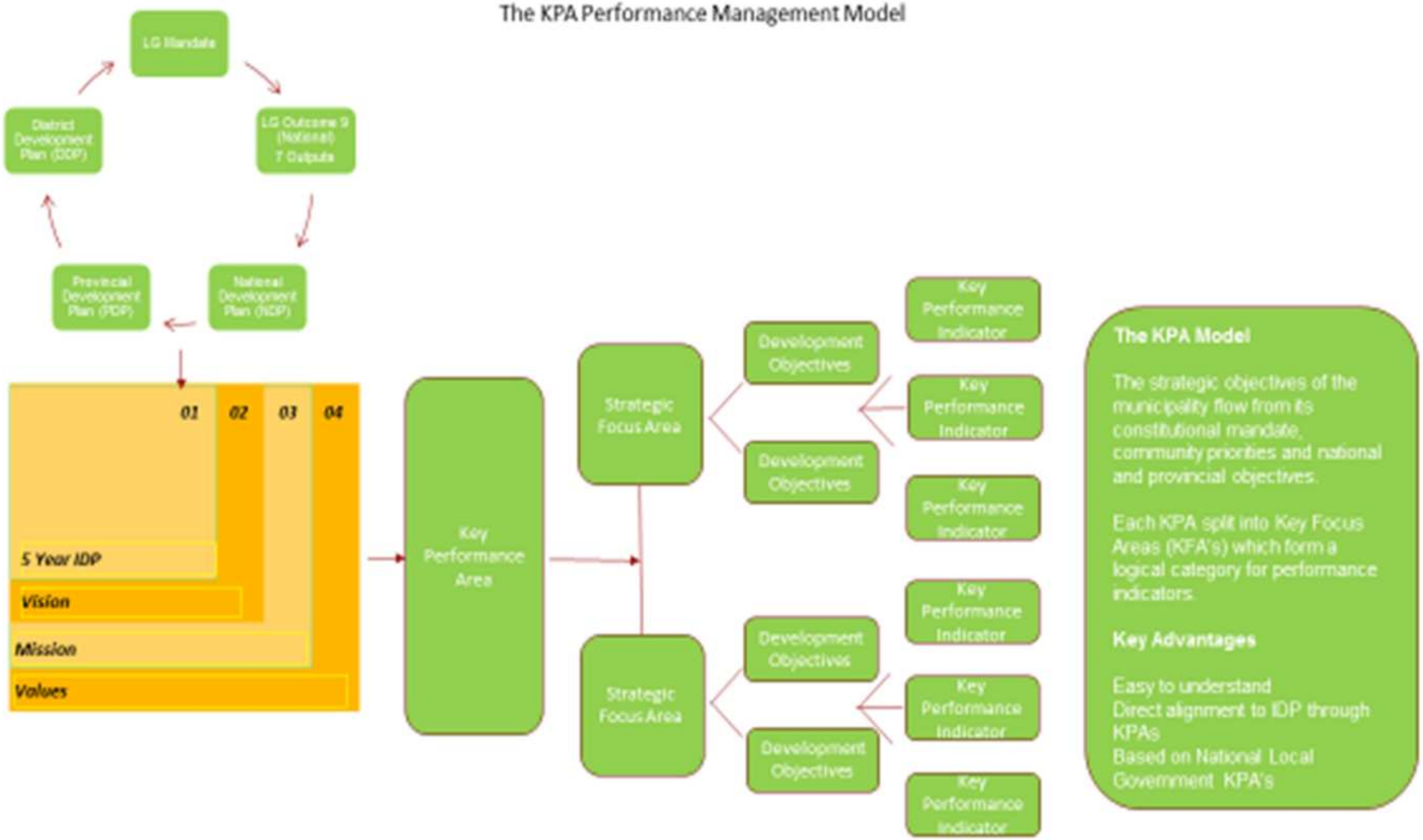
- Constitution of the Republic of South Africa, 1996
- White Paper on Local Government (1998)
- Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)
- Batho Pele White Paper (1997)
- Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), as amended
- Municipal Planning and Performance Management Regulations (2001)
- Municipal Financial Management Act, 2003 (Act 56 of 2003)
- Municipal Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006)
- Framework for Managing Programme Performance Information (2007)
- King IV Report (2016)

- Regulations on Appointment and Conditions of Employment of Senior Managers (2014)
- Municipal Regulations on Standard Chart of Accounts (2014)

4.3 THE PERFORMANCE MANAGEMENT MODEL

A performance management model can be defined as the grouping together of performance indicators into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation (municipality) to manage and analyse its performance. The model provides a common framework for measuring and managing performance using a balanced set of measures that represent an all-inclusive and integrated assessment of the municipality. ORTDM will make use of the Key Performance area (KPA) model (see diagram below) as it is easily understood, and the alignment to district, provincial and national objectives are made possible.

The KPA Performance Management Model



4.4 COMPONENTS OF THE PERFORMANCE MANAGEMENT SYSYTEM

Performance management at a municipality is executed on three separate, but inter-related components of performance, which also needs to be linked through the performance management system.
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4.4.1 Strategy Implementation

A Municipality must measure its success in achieving the strategic objectives of the municipality through the ***implementation of the IDP***. This is known as the implementation of strategy implementation and therefore it measures municipal performance at the strategic level.
It informs the organisation of what it is doing, the right things to produce, the desired outcome or impact through its operational actions to achieve its vision. It focuses on measuring the on-going and long-term operations of the organisation, linked with its annual operational plan i.e. the Service Delivery Budget Implementation (SDBIP) plan.
The SDBIP is a management, implementation and monitoring tool which guides the Administration on the commitments made in the IDP.
In addition the SDBIP details activities relating to programmes within the municipality regarding the **what**, **where**, by **whom** and **when** activities will be performed.

4.4.2 Operational Service Delivery

It is important that the council and management have access to the appropriate information for considering and making timeous interventions to uphold or improve the capacity of its delivery systems relating to the functional services they are rendering.
The performance of any ***municipality as a service delivery mechanism*** is fundamentally determined by factors enabling it to perform its Constitutional and functional statutory mandates. It is important that causal and contributory factors for performance excellence at the municipality be measured to determine performance gaps timeously with the objective to respond with appropriate remedial interventions.

4.4.3. Individual Performance

Individual Performance Management deals with performance on the level of the individual employee. Individual performance targets are also formulated during the business planning process. Staff performance provides council and management with appropriate information on the behaviour of staff and outcomes in the workplace. Reviewing staff performance at regular intervals will provide the council and management with appropriate information performance gaps or excellence.

4.5 STATUS OF PERFORMANCE MANAGEMENT AT OR TAMBO DISTRICT MUNICIPALITY

Implementing a credible performance management system requires a phased approach. As such, the OR Tambo District Municipality will be placing continuous focus and effort on improving the core components of the performance management system, namely:

- Governance
- Enablement (systems)
- Culture
- Performance Information
- Structures/team

The section below describes the recent efforts made within these core areas as well as the activities that have been planned for the next five years.

- **Governance** – The Municipality have recently developed a Performance Management Policy which has been presented to Management for comment. The Policy will now follow due course in terms of adoption by Council. This Policy has been developed in accordance with the relevant legislation and will guide the way that the OR Tambo manages performance going forward.

  The role of Internal Audit has been elevated in terms of the auditing of performance information and they will continue to play an important oversight role going forward as will the role of the Municipal Oversight Model (MOM).

- **Enablement (systems)** – the OR Tambo DM is currently using a manual system and ensuring that the necessary processes and procedures are in place and are implemented. The Municipality

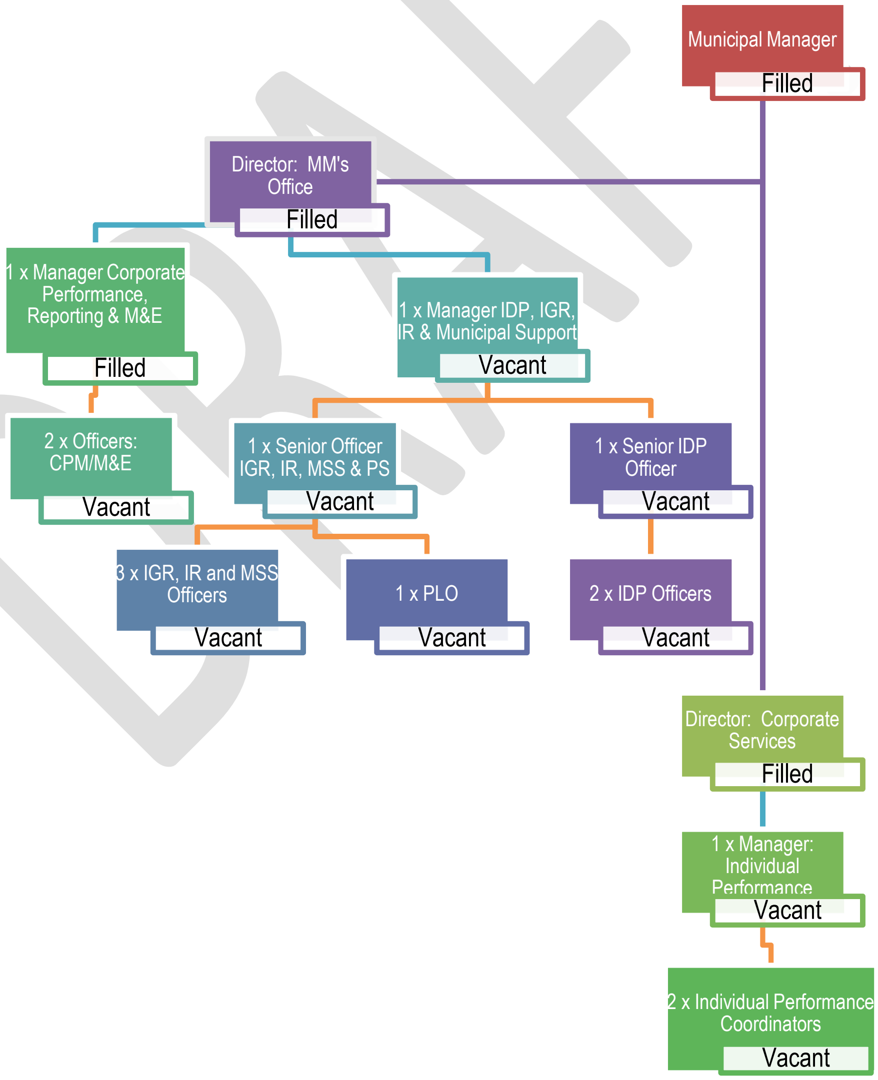
will investigate the option of utilising an electronic performance management system once the maturity level of the performance management system has improved.

At present, performance has been cascaded to senior management level and will continue to be cascaded to lower levels over the next few years taking a phased approach.

- **Culture and knowledge** – the Municipality will be placing an increased emphasis on instilling a culture of performance within the organisation**.** This will be carried out through various change management activities. Formal and informal training will also take place at various levels within the institution.

- **Performance Information** – following the material findings of the recent Auditor General Report, the Municipality has been taking the relevant measures to improve the usefulness and reliability of performance information. A concerted effort is being made to improve the key performance indicators and targets so that they are compliant with the criteria as set out in the National Treasury's Framework for Managing Programme Performance Information. Files are also prepared and updated with the portfolio of evidence required to substantiate performance.

- **Structures/team** – the structure below represents the staff compliment required to effectively implement the performance management system. It summarises the filled versus vacant posts



4.6 IMPLICATIONS OF MUNICIPAL STANDARDS OF CHART OF ACCOUNTS ON PERFORMANCE MANAGEMENT SYSTEM

The National Treasury issued Municipal Regulations on the Standard Chart of Accounts in 2014, which an effective date of 1 July 2017. These regulations constitute one of the biggest reforms in local government since 2000. The regulations have significant impact on the manner in which the IDPs, the MTREF Budget and the SDBIP are developed. The IDP, Budget and SDBIP are critical components of the Performance Management System of the municipality and therefore, these reforms will greatly influence the structure of the ORTDM Integrated Development Plan for 2017 - 2022 as well as the corresponding MTREF Budget, yearly institutional and Departmental SDBIPs, as well as Performance Agreements.

Review of the Performance Management System

The ORTDM will review its performance management system annually alongside the review of the IDP.

KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Goal(s):To promote integrated sustainable community livelihoods																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
Community Services	Libraries, information and Education	1. To promote the usage of libraries in the District		1_1_1_P001	1. Number of partnerships established for community Library development	P001 Community Library Development	KPI		1	2	1	1	1	0	Signed Service Level Agreements / Terms of Reference	Director: Community Services
				1_1_2_P002	2. Number of initiatives supported for promotion of library services	P002 Marketing and promotion of public library services	KPI		4	6	6	6	6	6	Signed Concept Document Report Attendance Register Pictorial Evidence DVD	Director: Community Services
				1_1_3_P003	3. Number of poorest performing schools supported	P003 Education Support	KPI		New Indicator	5	5	5	5	5	Attendance Register Minutes of meeting Report Delivery Note	Director: Community Services
	Early Childhood Development	2. To provide support to the most vulnerable groups within the		1_2__P004	1. Number of community based early childhood development centres registered	P004 Early Childhood development	KPI		New Indicator	180	0	0	0	0	List of community based early childhood development centres	Director: Community Services

Goal(s):To promote integrated sustainable community livelihoods															
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
		District on an annual basis		1_2_2_P004	2. Number of programmes conducted to capacitate early childhood development practitioners	P004 Early Childhood development	KPI		New Indicator	5	0	0	0	0	Attendance Register Completion report	Director: Community Services
	Community needs analysis and mobilisation			1_2_3_P005	3. Number of empowerment programmes conducted	P005 Community Empowerment	KPI		New Indicator	8	8	8	8	8	Report Attendance Register Pictorial Evidence	Director: Community Services
	Community Safety	3. To provide support in the reduction of crime in the District on an annual basis		1_3_1_P006	1. Number of coastal and falls patrollers recruited	P006 Coastal and Falls Safety Programmes	KPI		80	80	80	80	80	80	Signed contracts Assumption of duty forms Reports	Director: Community Services
				1_3_2_P007	2. Number of poor performing schools affected by crime participating in safety programmes	P007 School safety and crime prevention programme	KPI		New Indicator	2	2	2	2	2	Report Attendance Register Pictorial Evidence	Director: Community Services

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
	Municipal Health Services	4. To expedite the investigation of notifiable medical conditions within 24 hours of reporting in order to prevent commutable diseases		1_4_1_P008	1. Percentage of notifiable medical conditions investigated within 24hrs of reporting	P008 Management of commutable diseases	KPI		100%	100%	100%	100%	100%	100%	Report on notifiable medical conditions with data sheet	Director: Community Services
		5. To manage the clearing of identified and reported illegal dumps in order to control vector born diseases		1_5_1_P009	2. Percentage of reported illegal dumps cleared	P009 Waste Management	KPI		100%	100%	100%	100%	100%	100%	Report on identified and reported illegal dumps Pictorial Evidence	Director: Community Services

Goal(s):To promote integrated sustainable community livelihoods

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Sports, recreation, arts, culture and Heritage	6. To provide support to sports, recreation, arts, culture and heritage		1_6_1_P010	1. Number of sports and recreation initiatives supported	P010 Sports and recreation initiatives	KPI		New Indicator	9	9	9	9	9	Report on sports and recreation initiatives supported	Director: Community Services
				1_6_2_P011	2. Number of arts, culture and heritage initiatives supported	P011 Arts, culture and heritage initiatives	KPI		New Indicator	4	4	4	4	4	Reports on arts, culture and heritage initiatives supported	Director: Community Services
	Disaster risk management and fire services	7. To promote and sustain an integrated approach to disaster management by 2022	Disaster Management Plan	1_7_1_P012	1. Percentage of households supported in disaster affected areas	P012 Disaster Impact Assessment and Relief	KPI		100%	100%	100%	100%	100%	100%	Preliminary Report, Relief Distribution Form	Director-Community Services
			Disaster Management Plan	1_7_2_P013	2. Number of Disaster Management Centres constructed	P013 District Disaster Management Centre	KPI		0	1	1	1	1	1	Pictures, proof of payment and project report	Director-Community Services

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
			Disaster Manage ment Plan	1_7_3_P0 14	3. Number of Disaster satellite office sites established	P014 Disaster satellite sites	KPI		0	2	1	1	1	1	Project report, proof of payment and pictorial evidence	Director- Community Services
			Disaster Manage ment Plan	1_7_4_P0 15	4. Number of LM's covered by Disaster early warning system	P015 Disaster Early Warning System	KPI		1	1	1	1	1	1	Project report, proof of payment and pictorial evidence	Director- Community Services
		8. To ensure that fire and emergenc y incidents are responded to within the required turnaround times	Disaster Manage ment Plan	1_8_1_P0 16	1. Percentage of fire and emergency incidents responded to within 30 minutes for areas within a 50 kilometres radius	P016 Response time to fire incidents within 50km	KPI		100%	100%	100%	100%	100%	100%	Fire Incident Report	Director- Community Services
			Disaster Manage ment Plan	1_8_2_P0 17	2. Percentage of fire and emergency incidents responded to within 1 hour 45 minutes for areas more than 50	P017 Response time to fire incidents with more than 50km	KPI		100%	100%	100%	100%	100%	100%	Fire Incident Report	Director- Community Services

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
					kilometres radius											
Executive Mayoral Services	HIV/AIDS, Communicable & Non communicable diseases	9. To improve the well-being of vulnerable groups and general welfare of O.R Tambo communities by 2022	Integrated HIV/AIDS Strategy	1_9_1_P018	1. Number of initiatives conducted to empower communities about HIV/AIDS, communicable & non communicable diseases	P018 HIV/AIDS, Communicable & Non communicable diseases Programme	KPI		New Indicator	12	12	12	12	12	Attendance Register Pictorial evidence Programme Report	Director: Executive Mayoral Office
	Special Programmes Women Youth People with Disabilities			1_9_2_P019	2. Number special programmes initiatives conducted	P019 Special Programmes	KPI		31	27	27	27	27	27	Attendance Register Pictorial evidence Programme Report	Director: Executive Mayoral Office

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
	Poverty Alleviation			1_9_3_P020	3. Number of poverty alleviation initiatives conducted	P020 Poverty Alleviation Programmes	KPI		New Indicator	12	12	12	12	12	Reports Attendance Registers Happy Letters Pictorial Evidence Letter from the LM's	Director: Executive Mayoral Office
				1_9_4_P021	4. Number of towns landscaped	P021 Town Landscaping	KPI		New Indicator	9	9	9	9	9	Reports on towns landscaped Pictorial Evidence	Director: Executive Mayoral Office
	O.R Tambo month commemoration	10. To instil a sense of community through the organisation of special events		1_10_1_P022	1. Number of events to commemorate O.R Tambo month	P022 O.R Tambo Month	KPI		New Indicator	10	10	10	10	10	O.R Tambo Month Report	Director: Executive Mayoral Office
	Nelson Mandela month commemoration			1_10_2_P023	2. Number of events held to commemorate Nelson Mandela month	P023 Mandela Day	KPI		New Indicator	3	3	3	3	3	Mandela Day Report	Director: Executive Mayoral Office

Goal(s):To promote integrated sustainable community livelihoods																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
Human Settlements	Social Relief Housing	11. To build 73 new housing units by 2022	District Human Settlements Strategy and Spatial Development Framework	1_11_1_P 024	1. Number of housing units for destitute and vulnerable groups constructed	P024 Social Relief Housing	KPI		7	10	10	10	10	10	Happy Letters	Director: Human Settlements
	Farm Housing		District Human Settlements Strategy and Spatial Development Framework	1_11_2_P 025	2. Number of housing units for Adam Kok farm workers constructed	P025 Adam Kok Farm Housing	KPI		0	15	8	N/A	N/A	N/A	Completion certificates	Director: Human Settlements
	Housing Consumer Education	12. To establish the necessary support structures to improve the provision of Human Settlement	District Human Settlements Strategy and Spatial Development Framework	1_12_1_P 026	1. Number of Housing Consumer Education training sessions held	P026 Housing Consumer Education	KPI		New Indicator	5	5	5	5	5	Attendance Registers	Director: Human Settlements

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
	District Human Settlements Strategy	s on a continuous basis	District Human Settlements Strategy and Spatial Development Framework	1_12_2_P 027	2. Number of District Human Settlements Strategies adopted	P027 District Housing Strategy	KPI		New Indicator	1	N/A	N/A	N/A	N/A	Council Resolution	Director: Human Settlements
	Housing Forums		District Human Settlements Strategy and Spatial Development Framework	1_12_3_P 028	3. Number of Housing Forums held	P028 District Housing Forums	KPI		4	4	4	4	4	4	Minutes of Meeting Attendance Register	Director: Human Settlements
Rural, Economic And Development Planning	Green Economy	13. To establish a fully functional value chain recycling programme by 2022	Integrated Waste Management Plan	1_13_1_P 029	1. Number of new jobs created (directly and indirectly)	P029 Regional Recycling	KPI		New Indicator	220	330	495	743	1114	Database of jobs created Reports to the Project Steering Committee	Director: REDP

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
	Environmental and Waste Management	14. To improve air quality in the district by 2022	Air Quality Management Plan	1_14_1_P 030	1. Number of projects from the Air Quality Management Plan implemented	P030 Air Quality Management	KPI		New Indicator	4	3	5	6	6	Air Quality Management Plan Environmental Management Unit Proposed Projects list	Director: REDP
		15. To recycle 70% of all waste by 2022	Environmental Management Plan and Integrated Waste Management Plan	1_15_1_P 031	1. Percentage of waste recycled	P031 Landfill Management	KPI		15%	20%	30%	45%	60%	70%	Waste Information Report	Director: REDP
		16. To ensure that at least 80% of projects comply with environmental regulations	Environmental Management Plan	1_16_1	1. Percentage of projects which comply with environmental regulations	N/A	KPI		New Indicator	20%	35%	50%	65%	80%	Project Screening Report	Director: REDP

Goal(s):To promote integrated sustainable community livelihoods

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets 2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Means of Verification	Custodian
Technical Services	Accelerate planning and delivery of municipal infrastructure programmes	17. To assist in the improvement of roads in the District		1_17_1_P 032	1. Number of Local Municipalities with roads assessed	P032 Alignment and coordination of RAMS with SANRAL programmes	KPI		New Indicator	5	N/A	N/A	N/A	N/A	Approved RAMS Plan	Director: Technical Services
				1_17_2_P 033	2. Km of new sidewalks constructed	P033 Non-motorised transport	KPI		New Indicator	4km	4km	4km	4km	4km	Completion Certificate (end of the project) Progress Report Pictorial Evidence	Director: Technical Services
				1_17_3_P 034	3. Number of km of roads upgraded (surfaced)	P034 Roads Upgrade (surfacing)	KPI		2km	3km	3km	3km	3km	3km	Completion Certificate Close-out Report Pictorial Evidence	Director: Technical Services
				1_17_4_P 035	4. Number of km of roads upgraded (unsurfaced)	P035 Roads Upgrade (unsurfaced)	KPI			10km	10km	10km	10km	10km	Completion Certificate Close-out Report Pictorial Evidence	Director: Technical Services

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
				1_17_5_P 036	5. Number of taxi cooperatives capacitated	P036 Capacity Building	KPI		New Indicator	2	2	2	2	2	Attendance Registers, training reports, certificates	Director: Technical Services
Water and Sanitation	Quality of Water & Sanitation Services	18. To achieve 90% compliance in the provision of quality water and sanitation systems (Blue Drop and Green Drop) Assessment by 2022.		1_18_1_P 037	1. Average number of water samples tested	P037 Water Quality (Blue Drop)	KPI		New Indicator	1800	1800	1800	1800	1800	Analysis Reports	Director: Water and Sanitation
				1_18_2_P 038	2. Number of SANS 241 analysis conducted	P038 SANS 241 analysis	KPI		1	1	1	1	1	1	SANS Analysis Report	Director: Water and Sanitation
				1_18_3_P 039	3. Average number of effluent samples tested	P039 Effluent Quality (Green Drop)	KPI		New Indicator	288	288	288	288	288	Effluent Quality Compliance Reports	Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Expansion of water services by 2022	19. To improve access to affordable, clean and portable water to the population by 2022	Water Master Plan	1_19_1_P 040	1. Numbers of water tanks provided to Local Municipalities with no water source	P040 Rain water harvesting	KPI		150	150	150	150	150	150	Happy Letters signed by the ward councillor and beneficiaries	Director: Water and Sanitation
			Water Master Plan	1_19_2_P 041	2. Number of purified mega litres of water carted and delivered to communities.	P041 Water Carting	KPI		150	150	150	150	150	150	Tally sheets Job cards signed by beneficiaries	Director: Water and Sanitation
			Water Master Plan	1_19_3_P 042	3. Number of indigent households receiving free basic water & Sanitation Services	P042 Free basic water & Sanitation Services	KPI		153000	153000	153000	153000	153000	153000	Indigent Register and report to Council detailing of beneficiaries	Director: Water and Sanitation
			Water Master Plan	1_19_4_P 043	4. Percentage of households with access to basic level of water	P043 Water Provision	KPI									Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
			Water Master Plan	1_19_5_P 044	5. Percentage completion of phase 3 for Coffee Bay Regional Water Supply Scheme(RWS S)	P044 Coffee Bay Regional Water Supply Scheme(RWS S)	KPI		65%	100%	N/A	N/A	N/A	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation
			Water Master Plan	1_19_6_P 044	6. Percentage completion of phase 4 & 5 for Coffee Bay Regional Water Supply Scheme(RWS S)	P044 Coffee Bay Regional Water Supply Scheme(RWS S)	KPI		0%	N/A	50%	50%	N/A	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation
			Water Master Plan	1_19_7_P 046	7. Percentage completion of Libode and Ngqeleni Corridor Bulk Water Supply Scheme(WSS)	P046 Libode and Ngqeleni Corridor Bulk Water Supply Scheme(WSS)	KPI		30%	60%	100%	0	0	0	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
			Water Master Plan	1_19_8_P 047	8. Percentage completion of Upper Mhlahlane1N S	P047 Upper Mhlahlane1N S	KPI		80%	100%	N/A	N/A	N/A	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation
			Water Master Plan	1_19_9_P 048	9. Percentage completion of Mangxamfu Water Supply Phase 2	P048 Mangxamfu Water Supply Phase 2	KPI		80%	100%	N/A	N/A	N/A	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation
			Water Master Plan	1_19_10_ P049	10. Percentage completion of Port St Johns Regional Water Supply Scheme Phases (Phase 5)	P049 Port St Johns Regional Water Supply Scheme Phases (Phase 5)	KPI		40%	100%	N/A	N/A	N/A	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
			Water Master Plan	1_19_11_ P050	11. Number of annually approved and updated credible indigent register	P050 Verification of indigent households	KPI		1	1	1	1	1	1	Approved credible indigent register Council resolution	Director: Water and Sanitation
	Refurbishment of non-functional schemes (O&M)		WSP Maintenance Plan	1_19_12_ P051	12. Number of stand-alone schemes refurbished	P051 Stand-alone schemes refurbishment	KPI		6	37	36	36	11	10	Pictorial Evidence Completion Report	Director: Water and Sanitation
			WSP Maintenance Plan	1_19_13_ P052	13. Number of water works refurbished	P052 Water works refurbishment	KPI		12	2	2	2	2	0	Pictorial Evidence Completion Report	Director: Water and Sanitation
	20. To provide sanitation services to the commun	20. To provide sanitation services to the community of O.R	Sanitation Master Plan	1_20_1_P 053	1. Number of Ventilated Improved Pit (VIP) toilets provided	P053 Eradication of sanitation backlog	KPI		16000	15000	15000	15000	15000	15000	Beneficiary List Happy Letters	Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
	ity of O.R Tambo District by 2022	Tambo District by 2022	Sanitation Master Plan	1_20_2_P 054	2. Number of public toilet facilities constructed	P054 Construction of ablution facilities	KPI		New Indicator	4	1	N/A	N/A	N/A	Pictorial Evidence Completion Report	Director: Water and Sanitation
			Sanitation Master Plan	1_20_3_P 055	3. Percentage completion of bulk sewer projects - Port St Johns (PSJ)	P055 PSJ Bulk Sewer	KPI		0%	N/A	10%	40%	100%	N/A	Progress Report Close-out Report (2020/2021)	Director: Water and Sanitation
			Sanitation Master Plan	1_20_4_P 056	4. Percentage completion of bulk sewer projects - Flagstaff	P056 Flagstaff Bulk Sewer	KPI		40%	100%	N/A	N/A	N/A	N/A	Progress Report Close-out Report (2018/2019)	Director: Water and Sanitation
			Sanitation Master Plan	1_20_5_P 057	5. Percentage completion of bulk sewer projects - Flagstaff	P057 Flagstaff Bulk Sewer	KPI		40%	80%	100%	0%	0%	0%	Progress Report Close-out Report (2018/2019)	Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
			Sanitation Master Plan	1_20_6_P 058	6. Percentage completion of bulk sewer projects - Qumbu	P058 Qumbu Bulk Sewer	KPI		0%	N/A	10%	40%	100%	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation
			Sanitation Master Plan	1_20_7_P 059	7. Percentage completion of bulk sewer projects - Libode	P059 Libode Bulk Sewer	KPI		0%	N/A	10%	40%	100%	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation
			Sanitation Master Plan	1_20_8_P 060	8. Percentage completion of Tsolo Waste Water Treatment Works	P060 Tsolo Waste Water Treatment Works	KPI		15%	100%	N/A	N/A	N/A	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
			Sanitation Master Plan	1_20_9_P 061	9. Percentage completion of Tsolo WWTW and raw water pump station (Phase Two)	P061 Tsolo WWTW and raw water pump station (Phase Two)	KPI		25%	100%	N/A	N/A	N/A	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation
			Sanitation Master Plan	1_20_10_ P062	10. Percentage completion of Libode Sewers into Waterborne System	P062 Libode Sewers into Waterborne System	KPI		0%	65%	100%	N/A	N/A	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation
			Sanitation Master Plan	1_20_11_ P063	11. Percentage completion of Mqanduli Bulk Sewer	P063 Mqanduli Bulk Sewer	KPI		85%	100%	N/A	N/A	N/A	N/A	Minutes of site meetings Progress Report Close-out Report (Completion)	Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Operation and maintenance of sewerage treatment plants and sewerage pump stations	21. To improve waste water treatment to achieve the DWAS required standard by 2022	WSP Maintenance Plan	1_21_1_P 064	1. Number of waste water treatment works maintained	P064 Waste water treatment works maintenance	KPI		3	1	1	1	1	1	Maintenance Reports	Director: Water and Sanitation
			WSP Maintenance Plan	1_21_2_P 065	2. Number of sewage pump stations maintained	P065 Sewage pump stations maintained	KPI		5	10	10	10	10	10	Maintenance Reports	Director: Water and Sanitation
			WSP Maintenance Plan	1_21_3_P 066	3. Number of sewage pump stations refurbished	P066 Pump Station Refurbishment	KPI		New Indicator	1	0	0	0	0	Commissioning Report	Director: Water and Sanitation
	Enforcement of by-laws against unauthorised (illegal) water connections	22. To develop and implement Municipal by-laws in order to ensure that unauthorised/illegal	Municipal By-Law	1_22_1_P 067	1. Number of by-laws reviewed and approved	P067 WCDM By-laws	KPI		1	1	1	1	1	1	Approved by-laws Council Resolution	Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
		connections are reduced by 2022														
	Reduction of water losses	23. To reduce water losses up to 20% by 2022	Municipal By-Law	1_23_1_P 068	1. Percentage reduction in year-to-year water losses in line with Water Affairs acceptable standards	P068 Water Losses	KPI		27%	26%	24%	22%	21%	20%	Monthly Reports	Director: Water and Sanitation
	Water conservation and demand management			1_23_2_P 069	2. Number of telemetry system installed	P069 Water Conservation	KPI		2	N/A	2	4	1	N/A	Report on telemetry systems installed	Director: Water and Sanitation
				1_23_3_P 070	3. Number of telemetry system refurbished	P070 Telemetry systems Refurbished	KPI		New Indicator	2	N/A	N/A	N/A	N/A	Report on telemetry systems refurbished	Director: Water and Sanitation

Goal(s):To promote integrated sustainable community livelihoods																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Improve Governance, Monitoring & Evaluation in the delivery of basic services and infrastructure development			1_23_4_P 071	4. Number of WSA plans developed endorsed by the Director	P071 Water Services Authority	KPI		1	4	4	4	4	4	WSA plans endorsed by the Director	Director: Water and Sanitation
	Improve effectiveness of call centre (customer care centre)	24. To improve response time to complaints raised at the call centre		1_24_1_P 072	1. Average response time to complaints raised at the call centre	P072 Call Centre Management	KPI		New Indicator	8hours	8hours	8hours	8hours	8hours	Complaints register Quarterly Report Pictorial Evidence	Director: Water and Sanitation

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT

Goal(s): Promoting rapid and sustainable economic growth within the limits of available natural resources.																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
Human Settlements	Capacitation of Youth and Emerging Contractors	1. To train 125 emerging Previously Disadvantaged Individuals (Youth and Emerging Contractors) by 2022	Local Economic Development Strategy	2_1_1_P073	1. Number of emerging Previously Disadvantaged Individuals (Youth and Emerging Contractors) trained	P073 NHBRC Community Capacity Building	KPI		20	25	25	25	25	25	Certificates Attendance Registers	Director: Human Settlements
Rural, Economic and Development Planning	Rural development (spatial planning of the region)	2. To assist all municipalities in the district to be SPLUMA compliant by 2018/2019	Spatial Development Framework	2_2_1_P074	1. Number of Spatial Planning Strategies and Frameworks compliant with SPLUMA	P074 Spatial Development Frameworks	KPI		New Indicator	3	2	N/A	N/A	N/A	Assessment Reports from COGTA	Director: REDP
	Tourism Development and Marketing	3. To promote tourism in the District	Local Economic Development Strategy and Communication Strategy	2_3_1_P075	1. Number of tourism related events supported	P075 Tourism Education and Awareness	KPI		New Indicator	10	11	12	13	14	Event Evaluation Reports	Director: REDP

Goal(s): Promoting rapid and sustainable economic growth within the limits of available natural resources.

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Agricultural development and Agro-processing	4. To boost agriculture contribution and improve food security in the District by 2022	Local Economic Development Strategy	2_4_1_P076	1. Number of Agricultural Strategy's submitted to Council	P076 Agricultural Strategy	KPI		New Indicator	1	N/A	N/A	N/A	N/A	Decision memo to Council Agriculture Strategy	Director: REDP
	Economic Infrastructure Development		Local Economic Development Strategy	2_4_2_P077	2. Number of Agri-Park facilities supported through sector coordination.	P077 Agri-Parks Development	KPI		3	3	3	2	2	3	Agri-Park Reports	Director: REDP
	Blue Economy	5. To provide support to entrepreneurs and create employment opportunities by 2022	Local Economic Development Strategy	2_5_1_P078	1. Number of Aquaculture enterprises trained	P078 Aquaculture Capacity Building	KPI		50	50	50	50	50	50	Attendance Register Training Report	Director: REDP
	Forestry Development, Afforestation and Processing		Local Economic Development Strategy	2_5_2_P079	2. Number of Incubatees supported	P079 Forestry Incubation	KPI		10	10	10	10	10	10	Certificates Completion Report Attendance Register	Director: REDP

Goal(s): Promoting rapid and sustainable economic growth within the limits of available natural resources.																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Enterprise and Cooperatives Development		Local Economic Development Strategy	2_5_3_P080	3. Number of Enterprise (Informal Traders, Cooperatives and SMME's) development programmes conducted	P080 Enterprise Capacity Building	KPI		4	3	4	4	4	4	Attendance Register Training Report	Director: REDP
			Local Economic Development Strategy	2_5_4_P081	4. Number of jobs created through municipality's local, economic development initiatives including Expanded Public Works Programme	P081 Employment Creation	KPI		867	100	50	50	50	50	Signed Contracts, Reports, Attendance Registers	Director: REDP
			Local Economic Development Strategy	2_5_5_P082	5. Number of sector strategies developed and submitted to Council	P082 Sector strategies development	KPI			4	0	0	0	0	Decision memo to Council Enterprise Strategies	Director: REDP
			Local Economic Development Strategy	2_5_6_P083	6. Number of Cooperatives supported	P083 Cooperatives support	KPI			10	10	10	10	10	Completion Reports Signed Acceptance Form	Director: REDP

Goal(s): Promoting rapid and sustainable economic growth within the limits of available natural resources.																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
	Trade and Investment promotion	6. To boost investment into the District and grow the district economy by 2022	Local Economic Development Strategy	2_6_1_P084	1. Number of SMME/Cooperatives conferences held	P084 SMME/Cooperatives conference	KPI			1	1	1	1	1	Attendance Register Conference Report with pictorial evidence	Director: REDP
			Local Economic Development Strategy	2_6_2_P085	2. Number of trade and investment, SMME brochures developed	P085 Trade and investment, SMME brochures	KPI			2	0	0	0	0	Trade and investment brochure SMME brochure	Director: REDP

KEY PERFORMANCE AREA 3: FINANCIAL VIABILITY AND MANAGEMENT

Goal(s): To manage the financial viability of the OR Tambo District Municipality through sound management and good governance																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
Budget And Treasury Office	Asset & Liability Management	1. To have an accurate, complete and GRAP compliant asset register by 2017/2018		3_1_1_P0 86	1. Number of material findings raised	P086 Asset Register	KPI		New Indicator	0	0	0	0	0	AG Report and Management Report	Chief Financial Officer
	Revenue Management	2. To effectively and efficiently manage and grow the district municipality's revenue to R25 Million through a mix of revenue management, enhancement And protection strategies by 2022		3_2_1_P0 87	1. Outstanding service debtors to revenue	P087 Service debtors to revenue	KPI		22%	16.5%	16%	15.5%	15%	14.5%	Bank Statements / Debtors Age Analysis	Chief Financial Officer
				3_2_2_P0 88	2. Debt coverage	P088 Debt coverage	KPI		0%	11%	10.50 %	10%	9.50%	9%	Debtors Age Analysis	Chief Financial Officer
				3_2_3_P0 89	3. Cost coverage	P089 Cost coverage	KPI		14%	10.6%	11%	11.50 %	12%	12.50 %	Bank Statements / Debtors Aged Analysis	Chief Financial Officer
				3_2_4_P0 90	4. Percentage increase in district municipal billing	P090 Revenue	KPI		New Indicator	1%	1%	1%	1%	1%	Billing Reports/Section 52d	Chief Financial Officer

Goal(s): To manage the financial viability of the OR Tambo District Municipality through sound management and good governance																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
				3_2_5_P091	5. Amount of future cash invested in high-earning investments	P091 Cash Investment	KPI		R22 Million	R25 Million	R24 Million	R24 Million	R24 Million	R24 Million	Bank statements / Investments reconciliations	Chief Financial Officer
	Expenditure Management	3. To improve the internal control environment and enhance efficiencies in expenditure management by 2019		3_3_1_P092	1. The percentage of a municipality's capital budget spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	P092 Capital Budget	KPI		100%	100%	100%	100%	100%	100%	Processed Payment Recons / Section 52d Report	Chief Financial Officer
				3_3_2_P093	2. Percentage of payments processed within 30 days of receipt of valid invoice	P093 Payments	KPI		New Indicator	100%	100%	100%	100%	100%	Paragraph 36 Report / Audit Report	Chief Financial Officer

Goal(s): To manage the financial viability of the OR Tambo District Municipality through sound management and good governance																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	mSCOA Implementation	4. To achieve mSCOA compliance by the district municipality in line with the National Treasury Regulations and Guidelines by 2018/2019		3_4_1_P094	1. Percentage implementation of mSCOA Implementation Plan	P094 mSCOA	KPI		New Indicator	100%	100%	100%	100%	100%	mSCOA Implementation Plan mSCOA reports	Chief Financial Officer
	Credible Annual Financial Statements	5. To submit of accurate and complete Annual Financial Statements to the Auditor General by 31 August on an annual basis		3_5_1_P095	1. Number of Annual Financial Statements submitted to Auditor General by 31 August	P095 Annual Financial Statements	KPI		1	1	1	1	1	1	Annual Financial Statements and correspondence/receipt by National Treasury	Chief Financial Officer

Goal(s): To manage the financial viability of the OR Tambo District Municipality through sound management and good governance																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Supply Chain Management	6. To ensure the effective implementation of demand management, acquisition management, contract management, supplier performance management and SCM risk management by 2022	Supply Chain Management Policy	3_6_1_P096	1. Percentage reduction in irregular expenditure	P096 Irregular Expenditure	KPI		New Indicator	0%	0%	0%	0%	0%	Auditor General Report	Chief Financial Officer
			Supply Chain Management Policy	3_6_2_P097	2. Percentage of bids processed within 90 days after closing date	P097 Supply Chain Management	KPI		New Indicator	100%	100%	100%	100%	100%	SCM Reports	Chief Financial Officer
	Budget management	7. To ensure that the annual budget planning and preparation is sustainable,		3_7_1_P098	1. Number of mSCOA compliant Budgets submitted to National Treasury by stipulated deadline date	P098 mSCOA compliant Budget	KPI		New Indicator	2	2	2	2	2	Budget Receipt from National Treasury	Chief Financial Officer

Goal(s): To manage the financial viability of the OR Tambo District Municipality through sound management and good governance																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
		credible, funded and mSCOA complaint														

KEY PERFORMANCE AREA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Goal(s): Building of a coherent district that is responsive, accountable and promotes clean governance

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
Executive Mayoral Services	Public participation	1. To instil good governance and strengthen public participation through effective communication between Municipalities and communities by 2022	Public Participation Strategy	4_1_1_P099	1. Number of functional section 80 committee meetings held	P099 Section 80 Committee Meetings	KPI		4	4	4	4	4	4	Attendance Register Minutes of meetings	Director: Executive Mayoral Office
			Public Participation Strategy	4_1_2_P100	2. Number of Mayoral Imbizo's held	P100 Mayoral Imbizo	KPI		8	8	8	8	8	8	Pictorial Evidence Mayoral Imbizo Report Advertisement Posters	Chief of Staff
			Public Participation Strategy	4_1_3_P101	3. Number of sector engagements with sectors of society held	P101 Engagements with sectors of society	KPI		8	8	8	8	8	8	Attendance Register Pictorial Evidence Sector Engagement Report	Chief of Staff
			Public Participation Strategy	4_1_4_P102	4. Number of service delivery Initiatives undertaken with the ambassador programme	P102 Bathandwa Ndondo Trust Fund	KPI		1	1	1	1	1	1	List of beneficiaries Bathandwa Ndondo Trust Fund Report	Chief of Staff

Goal(s): Building of a coherent district that is responsive, accountable and promotes clean governance

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
Legislative Services	Municipal Oversight Policy and research	2. To instil good governance in all municipal operations and strengthen relations with stakeholders by 2022	Municipal Oversight Model	4_2_1_P103	1. Number of Municipal Oversight Model (MOM) imperatives (Annual Reports, Budget, Quarterly Reports and FIS) assessed	P103 Municipal Oversight Model	KPI		28	32	32	32	32	32	Portfolio Oversight Reports (in line with MOM)	Director: Legislative Services
	Compliance with legislation		Municipal Oversight Model	4_2_2	2. Number of Ordinary Council meetings held	N/A	KPI		4	4	4	4	4	4	Minutes of Council Meetings/Council Agendas	Director: Legislative Services
	Public Participation		Municipal Oversight Model	4_2_3	3. Number of Open Council meetings held	N/A	KPI		2	2	2	2	2	2	Council Notices, Attendance Registers and Minutes of the Meeting	Director: Legislative Services
	Public Participation		Municipal Oversight Model	4_2_4	4. Percentage of ward committees assessed as fully functional using ward committee guidelines	N/A	KPI		100%	100%	100%	100%	100%	100%	Ward Committee Assessment Reports	Director: Legislative Services

Goal(s): Building of a coherent district that is responsive, accountable and promotes clean governance																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Political stability		Municipal Oversight Model	4_2_5	5. Number of Whippery imperatives supported	N/A	KPI		New Indicator	16	16	16	16	16	Notices	Director: Legislative Services
Office of The Municipal Manager	Risk management and fraud prevention		Risk Management Strategy	4_2_6_P104	6. Number of risk assessments conducted	P104 Implementation of Risk Strategy	KPI		1	4	4	4	4	4	Risk Report Attendance Register Minutes of Risk and Compliance Committee	Director: Office of the MM
			Risk Management Strategy	4_2_7_P105	7. Number of District Fraud hotlines established	P105 District Fraud Hotline	KPI		New Indicator	1	N/A	N/A	N/A	N/A	Council Resolution on approval of the establishment Launch of the District Fraud Hotline Fraud hotline Report	Director: Office of the MM

Goal(s): Building of a coherent district that is responsive, accountable and promotes clean governance

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Compliance with legislation		IGR Policy	4_2_8_P106	8. Audit Opinion on Compliance (Laws & Regulations)	P106 Audit Opinion on compliance (Laws & Regulations)	KPI		Qualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	AG Report	Director: Office of the MM
	Inter-governmental Relations		IGR Policy	4_2_9_P107	9. Number of Inter-Governmental Relations (IGR) partnerships formed	P107 IGR Partnerships	KPI		New Indicator	2	2	2	2	2	Signed Partnership Agreements	Director: Office of the MM
			IGR Policy	4_2_10_P108	10. Number of functional war Rooms	P108 War Rooms	KPI		New Indicator	4	4	4	4	4	War rooms quarterly report	Director: Office of the MM
	Policy and research			4_2_11_P109	11. Number of research initiatives undertaken	P109 Policy & Research initiatives	KPI		New Indicator	4	4	4	4	4	Policy and Research Quarterly Report	Director: Office of the MM
	Communications	3. To ensure effective, well-coordinated and integrated district	Communication Strategy	4_3_1_P110	1. Number of quarterly communication Initiatives implemented	P110 Communication Initiatives	KPI		8	16	16	16	16	16	Summative quarterly performance reports	Director: Office of the MM

Goal(s): Building of a coherent district that is responsive, accountable and promotes clean governance																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
		wide communication by 2022														
	Performance management, monitoring and evaluation	4. To ensure a district wide coordination of implementation, monitoring and evaluation of the IDP	Performance Management Policy and Framework	4_4_1_P111	1. Number of municipal institutional performance reports submitted to Council	P111 Institutional Performance	KPI		6	6	6	6	6	6	Performance reports Council Notice	Director: Office of the MM
			Performance Management Policy and Framework	4_4_2_P112	2. Number of material findings raised by the Auditor General on the Audit of Performance Information	P112 Audit Opinion on Pre-determined objectives	KPI		2	0	0	0	0	0	AG Report	Director: Office of the MM
	Planning		Performance Management Policy and Framework	4_4_3_P113	3. Number of mSCOA compliant IDP's adopted by council	P113 mSCOA compliant IDP	KPI		1	1	1	1	1	1	mSCOA Compliant IDP Council Resolution	Director: Office of the MM

Goal(s): Building of a coherent district that is responsive, accountable and promotes clean governance																
Department	**Priority Area**	**Strategic Objective**	**Strategy**	**Indicator Code**	**Indicator**	**Project**	**Indicator Type**	**Budget Allocation**	**Baseline**	**Annual Targets**					**Means of Verification**	**Custodian**
										2017/ 2018	**2018/ 2019**	**2019/ 2020**	**2020/ 2021**	**2021/ 2022**		
			Performance Management Policy and Framework	4_4_4_P114	4. Number of Service Delivery Budget Implementation Plans endorsed by Council	P114 Service Delivery Budget and Implementation Plan	KPI		1	1	1	1	1	1	SDBIP endorsed by the Mayor	Director: Office of the MM
	Municipal Support	5. To provide support and capacity building initiatives to Local municipalities and Development Agencies by 2022	IGR Policy	4_5_1_P115	1. Number of quarterly report on municipal support	P115 Municipal Support	KPI		New Indicator	4	4	4	4	4	Municipal Support Quarterly Report	Director: Office of the MM
	Legal services	6. To ensure compliance with legislation, policies, regulation		4_6_1_P116	1. Number of compliance initiatives implemented	P116 Legal Initiatives	KPI		0	4	4	4	4	4	Legal quarterly Reports	Director: Office of the MM

Goal(s): Building of a coherent district that is responsive, accountable and promotes clean governance

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
		s and to minimise exposure to avoidable litigations by 2022		4_6_2_P1 17	2. Percentage reduction in litigation cases	P117 Litigations	KPI								Litigations Report	Director: Office of the MM
	Internal auditing	7. To obtain a clean audit opinion by 2020/21		4_7_1_P1 18	1. Audit Opinion	P118 Audit Opinion	KPI		Qualified	Unqua lified	Unqua lified	Unqua lified	Clean Audit	Clean Audit	AG Report	Director: Office of the MM
				4_7_2_P1 19	2. Number of follow-up quarterly reports on Internal Audit, Audit Committee and Auditor-General issues submitted to the Audit Committee	P119 Follow-up audit	KPI		New Indicator	4	4	4	4	4	Follow-up quarterly report on Internal Audit, Audit Committee and Auditor-General issues	Director: Internal Audit

KEY PERFORMANCE AREA 5: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Goal(s): To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate.																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
Corporate Services	Recruitment and Selection	1. To effectively and efficiently recruit and retain competent Human Capital by 2022	Employment Equity Plan	5_1_1_P120	1. Average number of days taken after advertisement to fill posts	P120 Recruitment and Selection	KPI		New Indicator	90 days	90 days	90 days	90 days	90 days	Copy of Adverts Appointment Letters	Director Corporate Services
	Human Resource Development	2. To train 1524 municipal officials by 2022	Workplace Skills Plan	5_2_1_P121	1. Percentage of a municipality's budget actually spent on implementing its workplace skills plan	P121 Workplace skills Plan	KPI		0.2%	0.3%	0.3%	0.4%	0.4%	0.5%	Municipal Budget Workplace Skills Plan Training Budget Report to Standing Committee	Director Corporate Services
			Workplace Skills Plan	5_2_2_P122	2. Number of officials capacitated in terms of the workplace Skills Plan	P122 WSP training Interventions	KPI		213	250	275	302	332	365	Attendance Registers, training reports, certificates	Director Corporate Services
	To increase the number of people from employment equity	3. Employment Equity	Employment Equity Plan	5_3_1_P123	1. Number of people from employment equity target groups employed in the three highest levels of management	P123 Employment Equity Programme	KPI								Copies of appointment Letters	Director Corporate Services

Goal(s): To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate.

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets 2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Means of Verification	Custodian
	target groups in the three highest levels of manage ment				in compliance with a municipality's approved employment equity plan											
	Employe e Relation s (Institutio nal)	4. To provide effective and efficient human resource and corporate administrat ion support		5_4_1_P1 24	1. Number of Local Labour Forum Meetings conducted	P124 Local Labour forum	KPI		3	12	12	12	12	12	Minutes of the LLF	Director Corporate Services
	Records Manage ment (Institutio nal)			5_4_2_P1 25	2. Number of Departments with updated records at the registry	P125 Record Management	KPI		0	4	4	2	N/A	N/A	File Inventories	Director Corporate Services
	Employe e Wellness (District Wide)			5_4_3_P1 26	3. Number of planned projects/ initiatives executed for employee wellness	P126 Wellness Programmes	KPI		4	4	4	4	4	4	Attendance Registers	Director Corporate Services

Goal(s): To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate.

Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
	Organisational Development (District Wide)		Employment Equity Plan	5_4_4_P127	4. Number of organisations who have completed the Job Evaluation Process	P127 Job Evaluation	KPI		3	3	N/A	N/A	N/A	N/A	JE Reports	Director Corporate Services
	ICT Enhancement (District Wide)			5_4_5_P128	5. Number of IT Audit Findings raised	P128 Information Communication and Technology Controls	KPI		New Indicator	6	N/A	N/A	N/A	N/A	ICT Reports	Director Corporate Services
	Occupational Health and Safety			5_4_6_P129	6. Percentage of reported OHS Incidents investigated	P129 Occupational Health and safety	KPI		New Indicator	100%	100%	100%	100%	100%	OHS Reports	Director Corporate Services
Office of the Municipal Manager	Information Communication and Technology (governance)	5. To ensure effective, well-coordinated and integrated district wide communication by 2022	Communication Strategy	5_5_1_P130	1. Number of Information and Communication Technology Governance Framework developed	P130 ICT Framework	KPI		New Indicator	1	1	1	1	1	ICT Framework Council resolution	Director: Office of the MM
	Political stability	6. To instil good governanc		5_6_1_P131	1. Number of quarterly reports on	P131 Council Resolution	KPI		New Indicator	4	4	4	4	4	Council Resolution quarterly	Director: Office of the MM

Goal(s): To develop, transform and capacitate the OR Tambo District municipality and its local municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate.																
Department	Priority Area	Strategic Objective	Strategy	Indicator Code	Indicator	Project	Indicator Type	Budget Allocation	Baseline	Annual Targets					Means of Verification	Custodian
										2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
		e in all municipal operations and strengthen relations with all stakeholders by 2022			implementation of council resolutions submitted	Implementation									Implementation Report	

CHAPTER 5: FINANCIAL PERPSECTIVE

5.1 INTRODUCTION

The planning of the budget preparation process involved consideration of all factors, which had far reaching implications on the annual budget of the municipality. These are:

- External Economic factors;
- National and Provincial priorities;
- Policies on tariffs and service charges;
- Determination of prudent levels of cash reserves;
- Development of financial performance measures; and
- An analysis of performance trends in terms of operational and capital budget components.

5.2 ALIGNMENT WITH NATIONAL AND PROVINCIAL PRIORITIES

The budget must be aligned with the National and Provincial Priorities. In the 2017 State of the Nation Address and Budget Speech 2017, government is primarily concerned about the continuing high levels of unemployment and poverty in the country. To address these concerns, the government has decided to focus on a few key areas packaged as the Nine Point Plan to reignite growth so that the economy can create much-needed jobs. The focus areas include industrialisation, mining and beneficiation, Agriculture and agro Processing, energy, SMMEs, managing work place conflict, attracting investments, growing the oceans economy and tourism. Government has added cross-cutting areas such as science and technology; Water and sanitation Infrastructure; Transport Infrastructure; and Broadband Rollout. Every sector and every business entity, regardless of size, is urged to focus on job creation. Every contribution counts in this national effort. All government departments will align their programmes with the job creation imperative. The provincial and local government spheres are requested to do the same.
The municipality ought to focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital project use labour intensive methods wherever appropriate;
- Ensuring that service providers use labour intensive approaches;
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programme; and
- Implementing interns programmes to provide young people with on-the-job training.

In order to ensure integrated and focused service delivery between all spheres of government it was important for the District Municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.
The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the District Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The District Municipality as required by section 23, 24 and 25 of Municipal Systems act (act 32 of 2000) undertook a strategic planning session with a sole mandate of developmental oriented planning so as to have an Integrated Developmental Plan with implementable strategies and prioritisation of projects in compliance with section 29 of Municipal Systems Act (34 of 2000). Alignment of strategic objectives, priorities and budget was undertaken. The draft IDP is to be tabled to the council and further consultations with community, IGR structures and other stakeholders will be undertaken.
The District Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Firstly there has to be development and implementation of by-laws, data cleansing project to ensure the accuracy of billing, full implementation of credit control and debt collection policy. National Treasury's MFMA Circular No. 51 and 54 and 58 and 59 were used to guide the compilation of the 2017/18 MTREF.
The main challenges experienced during the compilation of the 2017/18 MTREF can be summarised as follows:

- The ongoing difficulties in the national and local economy;
- Aging and poorly maintained water, roads infrastructure;
- Water and Sanitation infrastructure backlogs;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;

- The increased cost of bulk water, which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;

The following budget principles and guidelines directly informed the compilation of the 2017/18 MTREF:

- The 2016/17 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2017/18 annual budget;
- The government theme of "infrastructure development"
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
  There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;
- The indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors. As most of the indigents within the municipal area are unable to pay for municipal services because they are unemployed, the Integrated Indigent Exit Programme aims to link the registered indigent households to development, skills and job opportunities.
- The programme also seeks to ensure that all departments as well as external role players are actively involved in the reduction of the number of registered indigent households.
- The collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the District Municipality's cash levels. In addition to this, the potential of a payment incentive scheme is being investigated and if found to be viable will be incorporated into the policy.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2017/18 Medium-term Revenue and Expenditure Framework

Table 61: Consolidated Overview of the budget

DESCRIPTION	BUDGETED 2017/2018	BUDGETED 2018/2019	BUDGETED 2019/2020
Service Charges	248,226,920	262,872,308	278,118,902
Rental of Facilities and Equipment	55,000	58,245	61,623
Interest Earned - Investment / Debtors	30,000,000	32,000,000	33,500,000
Transfers - Operating	728,065,000	795,575,000	859,090,000
Transfers - Capital	1,099,649,000	1,129,522,000	1,143,045,000
Other Revenue	326,685,307	282,744,975	286,409,165
	2,432,681,227	**2,502,772,528**	**2,600,224,690**

5.3 ASSET MANAGEMENT, INFRASTRUCTURE INVESTMENT AND FUNDING POLICY

A proxy for asset consumption can be considered the level of depreciation each asset incurs on an annual basis. Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the District Municipality's revenue base. However, due to limited resources and existing low revenue base, the district municipality is financially constrained in the operation and maintenance of infrastructure. With the approximate depreciation and impairment of assets at R153 million, the District Municipality requires this amount (R153 million) and more to adequately meet the need for maintenance of all assets in order to provide sustainable services to the communities. During the year under review, the District Municipality has allocated funds amounting to R16 million for asset renewal. As the District Municipality is experiencing huge infrastructure backlog, there is a need for funding for operation and maintenance of the existing and future infrastructure investment.

Therefore, it is considered prudent to allow for a slightly lesser continual level of annual renewal than the average annual depreciation. The Asset Management Policy is therefore considered a strategic guide in ensuring a sustainable approach to asset renewal, repairs and maintenance and is utilised as a guide to the selection and prioritisation of individual capital projects. In addition to this, the policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipment (fixed assets).

5.3.1 Budget Adjustment Policy

The adjustments budget process is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the financial management practices of municipalities. To ensure that the District Municipality continues to deliver on its core mandate and achieves its developmental goals, the mid-year review and adjustment budget process will be utilised to ensure that underperforming functions are identified and funds redirected to performing functions.

5.3.2 Supply Chain Management Policy

The Supply Chain Management Policy was adopted by Council in December 2005. An amended policy was considered by Council and was extensively consulted in compliance with the newly revised SCM regulations.

5.3.3 Budget and Virement Policy

The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the District Municipality's system of delegations. The Budget and Virement Policy will be approved by the council during the financial year.

5.3.4 Cash Management and Investment Policy

The aim of the policy is to ensure that the District Municipality's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash-equivalents required at any point in time and introduce timeframes to achieve certain benchmarks.

5.3.5 Tariff Policies

The District Municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policies have been review and a consolidated tariff policy is envisaged to be compiled for ease of administration and implementation of the next two years. The proposed tariff increase is xx% for the 2017/18 financial.

5.4 OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office

of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the District Municipality, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the District Municipality strategically complies with the key national and provincial priorities.

The aim of this revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the District Municipality's response to these requirements.

The national and provincial priorities, policies and strategies of importance include amongst others:

- National Development Plan;
- Provincial Development Plan (2030);
- National and Provincial Spatial Development Perspectives;
- Mid Term Revenue and Expenditure Framework;
- Fiscal Planning;
- Relevant Sector Plans such as transportation, legislation and policy;
- National Key Performance Indicators (NKPIs);and
- The National Priority Outcomes.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP.

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the District Municipality. The five-year programme responds to the development challenges and opportunities faced by the District Municipality by identifying the key performance areas to achieve the five the strategic objectives mentioned above.

In addition to the five-year IDP, the District Municipality undertakes an extensive planning and developmental strategy which primarily focuses on a longer-term horizon; 15 to 20 years. This process is aimed at influencing the development path by proposing a substantial programme of public-led investment to restructure current patterns of settlement, activity and access to resources in the District Municipality so as to promote greater equity and enhanced opportunity. The strategy specifically targets future developmental opportunities in traditional dormitory settlements. It provides direction to the District Municipality's IDP, associated sectoral plans and strategies, and the allocation of resources of the District Municipality and other service delivery partners.

This development strategy introduces important policy shifts which have further been translated into seven strategic focus areas/objectives as outlined below:

- Developing dormant areas;
- Enforcing hard development lines – so as to direct private investment;
- Maintaining existing urban areas;

- Strengthening key economic clusters;
- Building social cohesion;

CHAPTER 6: SECTOR PLANS

6.1 INTRODUCTION

The ability of municipalities to coordinate and integrate programmes of other spheres and sectors operating in their space is of critical importance. This owing to the fact that all government programmes and services are delivered in municipal spaces and ensures that integration of programmes and maximum utilization of avialble resources. It is for this reason that the integrated development planning process becomes a vehicle to facilitate integrated development to ensure the attainment of local government outcomes. Legislation and policies required municipalities to develop sector specific plans to guide the rendering of certain services. These sector plans should are categorized into the following:-

(a) Sector plans that should form of the IDP as required by the MSA and provide an overall developmental vision of the municipality: Spatial Development Framework (SDF); Local Economic Development Plan (LED Plan); Disaster Management Plan; and Financial Plan.

(b) Sector plans provided for and regulated by sector specific legislation and policies, such as; Water Services Development Plan (WSDP), Integrated Waste Management Plan (IWMP), Integrated Transport Plan (ITP); Environmental Management Plan (EMP); Integrated Human Settlement Plan (IHS) / Housing Sector Plan (HSP); Integrated Energy Plan (IEP), etc.

The purpose of including these sector plans is to ensure that they are considered during planning and implementation of the IDP. They guide the institution and its departments on sector specific issues to ensure sustainable growth and development.

The following table illustrates the status of the sector plans within the district followed by a detailed summary of the SDF, LED Strategy, Integrated Waste Management, Integrated Transport Management, Waters Services Development and Disaster Management Plans.

SECTOR PLAN	OBJECTIVE OF THE PLAN	STATUS OF THE PLAN	IMPLEMENTING DIRECTORATE
Spatial Development Framework	A Spatial Development Framework (SDF) is a document that seeks to guide the spatial distribution of current and future desirable land uses/activities within the municipality, in order to give physical effect to the vision, goals and objectives of the municipal Integrated Development Plan (IDP). The IDP is the principal strategic planning instrument that guides and informs all decisions with regard to planning, management and development in the municipality (Section 35 of the Municipal Systems Act, 32 of 2000, hereafter referred to as the MSA).	Reviewed in 2012	Rural Economic and Development Planning
Local Economic Development Strategy	The LED strategy outlines the District's planned activities regarding how to bring about robust and equitable growth in the region's welfare. The objectives of the revised LED strategy document are as follows: • Review the 2010 LED strategy in order to ensure it aligns with District priorities as reflected in its adopted planning documents (including the IDP and SDF) • Position the district's development stance to factor-in the release of the 2011 Census results as well as other changes in the development environment such as the emergence of the national economy from the global recession and the materialisation of new forms of government support since 2010 • Reflect changes in the geographic make-up of the district on the economy as a result of the reallocation of Mbizana and Ntabankulu Local Municipalities in	Reviewed in 2014	Rural Economic and Development Planning

SECTOR PLAN	OBJECTIVE OF THE PLAN	STATUS OF THE PLAN	IMPLEMENTING DIRECTORATE
	2011 from the O.R. Tambo District to the Alfred Nzo District		
Integrated Waste Management Plan	The main objective of an IWMP is to integrate waste management within, and where possible, with services of adjacent municipalities, in order to: • To identify and plan future waste management needs and requirements; • Minimize waste management costs by optimizing the efficiency of the waste management system, in terms of usage of infrastructure, labour and equipment; and • Minimize adverse social and environmental impacts related to waste management and thereby improve the quality of life for all citizens.	Reviewed June 2015	Rural Economic and Development Planning
Environmental Management Plan	The following objectives are relevant to the development of the ORTDM EMP: • Conduct an information audit with the aim of developing an effective information management system directed at meeting user needs. • Establish an effective and efficient information system, including the development of appropriate environmental indicators, to ensure informed decision making, measure progress in policy implementation and enable public participation in environmental governance. • Strengthen and optimise the capacity of government to collect, analyse and use relevant information and knowledge to establish baseline information on the state of the environment and continuous monitoring. • Disseminate information through formal and informal channels including mass media in an accessible format. • Develop a framework for holistic planning and decision-making. • Direct attention toward District's critical water and sanitation needs.	Draft : May 2010	Rural Economic and Development Planning
Air Quality Management Plan	The overall project objective is to develop an Air Quality Management Plan for O.R Tambo District Municipality in accordance with the provisions of the Air Quality Act and the manual for developing Air Quality Management Plan's in South Africa. This Plan seeks to identify and reduce the negative impacts on human health and the environment, and ultimately through vigorous implementation, the Air Quality Management Plan should efficiently and effectively bring air quality in the District Municipality into acceptable level and achieve compliance with National air quality standards within agreed timeframes.	Draft	Rural Economic and Development Planning
Integrated Coastal Management Plan	The purpose of the ORTDM CMP draws from the two ICM Act specifications and sets out to act as an overarching policy statement for the management of the coastal zone within the jurisdiction of the ORTDM, thereby empowering the municipality with an important and useful tool for coastal management, which will be sensitive to the specific needs of the district, and will be in tune with the broader planning processes of the district municipality.	Draft 2016-2021	Rural Economic and Development Planning

SECTOR PLAN	OBJECTIVE OF THE PLAN	STATUS OF THE PLAN	IMPLEMENTING DIRECTORATE
Disaster Management Plan	The integration of Disaster Risk Management into strategic and operational planning and project implementation of all line functions and role players within ORTDM	It was adopted by Council held on 27/02/2015 (Council Resolution No 05/15page 675 of 678 of Council resolutions register). It is due for review after every two years which is 2017 in this case.	Community Services
Water Services Development Plan	The objective of this document is to indicate the current status, future requirements as well as projects relevant to address the future needs on a high level.	Approved 26 June 2015	Water and Sanitation Services
District Integrated Transport Plan (DITP)	The DITP is designed to provide a vision of transport for the district, a register summarizing the condition and issues for transport as well as listing priority projects with an implementation plan which duly emphasize the transport requirements of the public sector of the area. Status of the Plan.	It is currently under review	Technical Services
District Human Settlements Strategy	• Align housing development to Municipal IDP's • Integrate the municipal housing delivery with the provincial and national housing plans and strategies • Develop a comprehensive plan for the development of human settlements within the District Municipality that conforms to the notion of Sustainable Human Settlement (BNG - Breaking New Grounds); • Identify housing delivery instruments and programmes for implementation of projects per municipality • Identify housing projects for implementation in the LMs in their order of priority per each financial year • Identify housing projects at the various phases of planning, implementation and close out; • Research and align housing with bulk infrastructure development • Comply with national and provincial legislative framework.	Complete but not yet adopted by Council	Human Settlements
Integrated HIV/AIDS Strategy	Details outstanding from EMS		Executive Mayoral Services
Public Participation Strategy	The aims of developing Public Participation Strategy are to • Implement Public Participation Policy; • Improve communication between O.R. Tambo District Municipality and its stakeholders; • Make it easy for people to find out about O.R. Tambo District Municipality services and events; • Enable regular and organised interaction with the community on municipal affairs; • Establish partnership with business sector and civil society organisations; and • Allow participation of O.R. Tambo District Municipality communities in policy development and other departmental activities of the municipality.	Adopted 16 May 2011	Legislative Services

SECTOR PLAN	OBJECTIVE OF THE PLAN	STATUS OF THE PLAN	IMPLEMENTING DIRECTORATE
Standard Ward Committee Strategy and guide lines	The aims and objectives of the Strategy and Guidelines for ward committees within the O.R. Tambo District are to: • provide a framework and guiding principles on how ward committees should operate; • enhance participatory democracy in local government through the establishment of ward committees; • encourage uniformity in the manner in which ward committees within the District operate; • ensure functionality of ward committees as a link between municipal councils and communities; • promote coordinated participation of members of the public in the municipal affairs through ward committee structures;		Legislative Services
Employment Equity Plan	Details outstanding from Corporate Services		Corporate Services
Performance Management Policy and Framework	This framework guides the manner in which the institutions operational performance is effectively measured, monitored and managed. This is to ensure accountability in the organization with regards to the delivery of services as well as budget spending.	Adopted by Council in September 2010	Office of the Municipal Manager – Corporate Perfoamance Management
Communication Strategy	• To improve O.R. Tambo District Municipality Communication platforms • To strengthen and improve internal and external communication systems • To promote a consistent corporate identity, and marketing of the District to be a preferred tourist destination of choice • To provide accurate and timely information to communicate and dispel all misleading information • To ensure consistence and continuous two way communication between the District Municipality, its communities and its stakeholders. • To amplify the role of communication as the strategic function of the institution • To generate and maintain good working relationship with the media	Draft 2014-15	Office of the Municipal Manager – Communications
Risk Management Strategy	The purpose of this risk management strategy is to provide a risk management framework and guidelines to be followed within the OR Tambo district Municipality. It is important to note that the risk management strategy is, of necessity and an evolving document. The contents of the framework reflect the current risk management requirements of the Municipality. The objectives are as follows: • Provide a level of assurance that current significant risks are effectively managed. • Improve Municipal performance through improved planning and decision making • Promote a more innovative, less risk adverse culture in which the taking of calculated risks in pursuit of opportunities to benefit the organization is encouraged. • Provide a sound basis for integrating risk management and internal control as components of good corporate governance.	Draft	Office of the Municipal Manager – Internal Audit

SECTOR PLAN	OBJECTIVE OF THE PLAN	STATUS OF THE PLAN	IMPLEMENTING DIRECTORATE
	• Ensure that the Municipality complies with legislation, policies and regulatory requirements. • Embed risk management into the culture and language of the ORTDM.		
Inter-governmental Relations Policy	The policy intends to ensure sound inter-governmental relations between all spheres of government and with all Local Municipalities. Also this policy seeks to ensure more integration and proper coordination of services delivery in the jurisdiction of the ORTDM	Draft	Office of the Municipal Manager – Inter-governmental Relations

6.2 SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Framework is an integral component of the IDP and translates this plan into its spatial implications and guidelines for development. It is therefore not a tool to be used in isolation, but should support decision-making within the context of the IDP. The guidepack for Integrated Development Planning makes it clear that the SDF is a key element in the integration of development processes applicable to different sectors. The aim of undertaking the Spatial Development Framework project is to serve to broaden and deepen the current Spatial Development Framework as stipulated in the IDP.

The O.R. Tambo District Municipality completed the review of its Spatial Development Framework (SDF), and it was adopted in September 2010. The O.R Tambo District Spatial Development Framework outlines the desired spatial development of the district as contemplated in Section 25(e) of the Municipal Systems Act (Act 32 of 2000). It highlights priority investment and development areas and will serve as a guide to decision-makers and investors. The SDF is development-orientated, to allow for growth and changing circumstances, and to promote investor confidence in the district. But most importantly, the SDF endeavours to attain the millennium development goals (MDGs) through public investment in public goods and facilities where there is underdevelopment or development is nonexistent, like in health and sanitation; the halving of poverty and joblessness by 2014; as well as the eradication of homelessness by 2014.

6.2.1 Legal Requirements

Section 26(e) and the subsequent regulations in terms of the Municipal Systems Act (Act No.32 of 2000) stipulates that amongst other things the SDF should give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No.67 of 1995), and determine spatial priorities.
The Land Use Management Bill requires that a Spatial Development Framework should:

- Give effect to the directive principles;
- Be consistent with the National Spatial Development Framework;
- Be consistent with Provincial Spatial Development Framework applicable in the area of the municipality;
- Be consistent with any applicable national or provincial legislation on environmental management; and
- Give effect to any national and provincial plans and planning legislation.

6.2.2 Situational Analysis

The O. R. Tambo District Municipality SDF was reviewed in 2010. There are key elements that the O. R. Tambo District Municipality seeks to address. The SDF as laid down on the O.R.T.D.M IDP contains vital information on proposed existing development nodes, development corridors that will assist the development of the district.

6.2.3 Nodes and activity corridors

The National Spatial Development Perspective (NSDP) argues that settlement and economic development should be channelled into economic corridors and nodes. The NSDP also states that the focus on economic growth and employment creation should be in areas where it is most effective and sustainable. The Eastern Cape Provincial Growth and Development Plan (2004-2014) provides a strategic framework, and sectoral strategies and programmes aimed at achieving a rapid improvement in the quality of life for the poorest people in the province. The key investment nodes and activity corridors identified in the O. R. Tambo District Municipality are as follows:

6.2.4 Nodes

The nodes are defined as follows:

- *Primary Nodes (PN):* These are high order centres providing educational facilities, administrative functions and highest level of access to shopping and social services in the district. Mthatha is the only primary node in the district
- *Secondary Nodes (SN):* These are towns identified as having important local and district level development functions relating to commerce and tourism. Bizana, Lusikisiki, and Port St. Johns are the secondary nodes of the district.
- *Tertiary Nodes (TN):* These towns are seen as lower order service centers where goods and services can be accessed by the local residents and residents of surrounding rural settlement areas. Libode, Mqanduli, Ngqeleni, Tsolo, Qumbu, Ntabankulu, Flagstaff and Mzamba fall within this category.
- *Higher order Rural Nodes (HoRN):* These are rural villages where higher order rural-level services are prioritized. Nkozo, Mbozisa, Baziya, Kwaaiman, Langeni, Mpeko, Mqekezweni, Gengqe, Meje, Sulenkama, Bomvini, Mfundisweni, isilindeni, Canzibe, Marubeni, Bambisana Mission and Isilimela are under this category.
- *Tourism Nodes:* these are settlements where the principal function has been identified as being related to the development of a viable and sustainable Coastal Tourism sector. Mzamba, Port St. Johns, Umtata Mouth, and Coffee Bay are primary tourism nodes. Mphalane, Mnyameni, Kwayimane, Sikombe, Mbotyi, Mngazana, Sihangwana, Lwandile, Presley Bay and Hole in the Wall are identified as the secondary tourism nodes.

6.2.5 Corridors

Corridors are defined as follows:

- *Primary corridor (PC):* High-density development on sections of this corridor. The main mobility route of goods and people through the district. East London/Mthatha–Kokstad N2, Railway Corridor are the primary corridors identified in the District.
- Mobility routes (MB): these routes carry passing traffic and provide access between local areas in the district and centers further afield. N2, R61, Ugie-Langeni Road, R394 and proposed N2 Toll Road are the mobility routes within the district.
- Special Routes-Tourism Focus (SP-TF): these relate to tourism destinations and links between tourism nodes and main mobility routes. Wild Coast Meander, Thunga Thunga Route, Mandela Route, R394-Mthatha via Mqanduli towards the coast fall under this category.

6.3 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The District LED Strategy was developed and formally adopted in 2003. The Reviewed LED Strategy has been developed and approved by council during 2010/2011 financial year. Due to the current demarcation process of the O.R Tambo and Alfred Nzo, there are plans in place to review the recently approved LED Strategy to be in line with the post-demarcation process. The Reviewed LED Strategy outlines a set of choices and outcomes for implementation over a period coinciding with the following national & local government framework:

- *Vision 2014:* Government Manifesto, which is crucial and has to be reflected in our service delivery initiatives namely:
    - Reduce unemployment by half; and
    - Reduce poverty by half;
- *NSDP Rapid Economic Growth,* Address social inequalities and poverty;
- The National government's *Accelerated and Shared Growth Initiative for South Africa* (ASGI-SA); and
- The DGDS resolutions focusing on delivery initiatives, namely:
    - Agricultural Development;
    - Marine and Terrestrial Resources;
    - Community Development, SMME support and Cooperatives support;
    - Tourism Development; and
    - Investment promotion.

The specific choices identified in the Strategy have been fleshed out in an Implementation Plan with quantifiable outcomes to ultimately achieve our overall vision of attaining a developmental Municipality, responsive to social aspirations for an economically vibrant, healthy and sustainable community. All of the focus areas in the Strategy encompass those in the current Integrated Development Plan and the Strategy will be reviewed in the next 5 years to ensure closer alignment with the District Integrated Development Plan.

6.4 WATER SERVICES DEVELOPMENT PLAN (WSDP)

6.4.1 Service Level Profile—General

The O.R. Tambo DM approved a water services development plan on the 26th of June 2015. The main goal for the provision of water services according to the OR Tambo DM's IDP for the period 2012-2017 is to provide access to potable water. Some key areas have been identified and strategies implemented to help achieve this goal.

The districts goals in each area have been listed below

Long term water infrastructure planning

- By developing a Master Plan for the entire district
- Development of a new business plan for funding applications for water projects
- Develop and review of a WSDP
- Development and enforcement of water policies

Implementation of Regional water schemes

- Implementation of Regional water schemes to cover greater areas with no access to sustainable water sources (includes the integration of previously non-viable water schemes)
  - Upgrading of non-viable water schemes
  - Implementation of water schemes/projects

Operations and maintenance of existing water schemes

- Approval and implementation of an O&M Plan
- Repairs on non-functional water schemes for consistent water supply
- Refurbishing and retrofitting of old water infrastructure

Water conservation and demand management

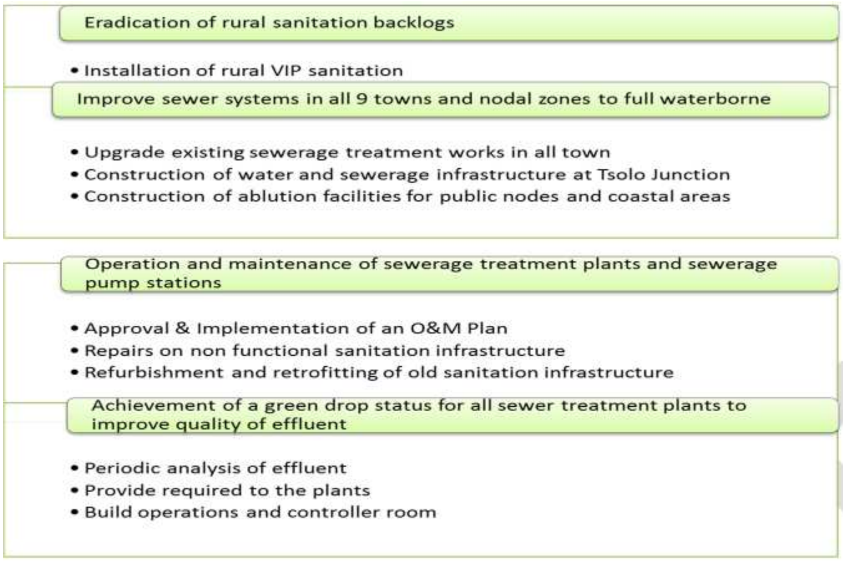
- Regular water balance audit, Leak detection and repair, Installation of bulk meters and meters, Awareness campaigns

Achieve a blue drop status for all water treatment plants

- Building capacity and transfer of skills to employees (through the support of water boards)
- Develop & Implement a system to monitor functionality and water quality in DM water schemes

Provide alternative water supply to households that have no access due to any other reason

- Supply indigent households with tanks and gutters
- Implement spring protection on viable water springs to communities
- Water carting, Mobile water purifiers to reduce costs



6.4.2 National Level Of Service Standard

Water:
A basic water supply facility within 200m of dwelling delivering at least 25liters per person per day 6kl/HH/month in the case of yard or house connections.

Sanitation:
Easy access safe, reliable, private toilet facility which is protected from the weather, ventilated, low smell, hygienic, minimizing the risk of spreading diseases and enables safe treatment and/or removal of human waste and wastewater in an environmentally sound manner including communicating hygiene. (Strategic Framework for Water Services, September 2003)

6.4.3.OR Tambo DM's goals for the provision of sanitation services

The main goal for sanitation services according the OR Tambo DM IDP is to provide access to these services. The DM's goals are listed below:

The DM developed a Sanitation Strategy in an effort to address its current sanitation backlogs and challenges. The main focus of this strategy is to ensure that the issue of backlog eradication is dealt with and appropriate sanitation models are provided for rural and urban communities. The DM also intends to upgrade all town sewer systems into full waterborne systems. As part of the Sanitation Strategy the Council adopted a standard pre-cast VIP structure in an effort to address quality and the size of the structure. Only 1 (Mthatha town) out of 11 towns has got a full waterborne sewer system, which has now reached its design lifespan and has already exceeded its capacity. The wastewater treatment works was designed to accommodate 12Ml/d and the current flows are estimated above 18Ml/d with exclusion of flows that do disappear within the sewer network. Other towns are currently using either septic tanks and or conservancy tanks.

6.4.4 Challenges for the provision of water and sanitation services

The District municipality faces a variety of challenges to provide adequate levels of service to all households in the different settlements throughout the district. The IDP places specific emphasis on the issues listed in the table below.

CHALLENGES	
Huge Backlogs	Topography of the area makes it expensive for some areas to be serviced.
Old Infrastructure	Lack of refurbishment, and as result the infrastructure has far outstripped its design life span.

CHALLENGES	
Infrastructure Capacity	Demand is in excess of available infrastructure due to rapid and unplanned growth and as such the infrastructure is over-strained which results in reduction of its lifespan
Non Functional on Schemes especially standalones	Water resource scarcity and reliability. Drought as a result of climate change.
Pollution in environment	Sewer effluent discharged is not of acceptable standard due to lack of resources to upgrade of infrastructure
High Level of Vandalism and theft	Due to a high level of unemployment.
Shortage of skilled personnel	High Level of illiteracy, and unable to attract skilled personnel from other areas. The shortage of skilled personnel is also ever increasing due to only service trained employees being available.
Poor Maintenance of existing infrastructure	Low revenue-generation and funding largely dependant on grants.
Lack of funds for infrastructure investment planning	Due to the rural nature of the District, funds for infrastructure development are only provided through Grant funding.

6.5 INTEGRATED WASTE MANAGEMENT PLAN

The main objective of the IWMP for the OR Tambo DM is to give effect to the objectives of the NEMWA ("*Each municipality must submit its integrated waste management plan to the MEC for approval and must include the approved integrated waste management plan in its Integrated Development Plan contemplated in Chapter 5 of the Municipal Systems Act*") and other relevant legislation; whilst also ensuring that sustainable, cost effective, environmentally/socially/economically feasible and practical solutions to the "waste management problem" are developed, implemented and monitored.

6.5.1 Legislative Framework

Municipalities are mandated by NEMWA, 2008 to develop the IWMP to be integrated in the IDP. O.R Tambo recognizes that an Integrated Waste Management Plan is a key tool with very specific and significant implications on the goal of promoting sustainable development and service delivery with regards to waste management with the District, and one that will inform the Integrated Development Plan (IDP) and other strategic Plans for the District and the local Municipality within O.R Tambo District Municipality.

6.5.2 Situational Analysis

The following key issues were identified in the Status Quo reports. The key issues identified were the same in all of the seven local municipalities:

- Lack of institutional capacity (human resources, management, and budget);
- Absence of minimization and recycling programmes; and
- Poor disposal practices (landfill operations).

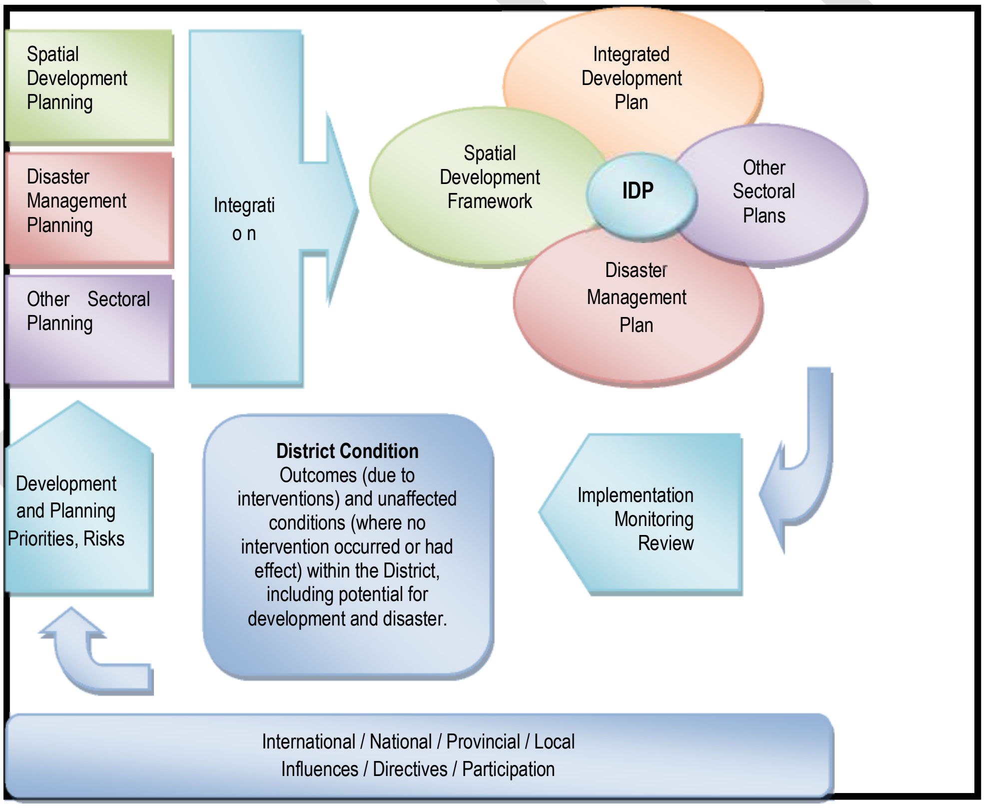
The IWMP proposed the following priority projects to address some of the key challenges.

Key Activities	Responsibility
Development of waste management bylaws and implementation.	District municipality and all local municipalities.
Development of waste information systems.	District municipality and all local municipalities.
Awareness training and capacity building.	District municipality.
Establishment of buyback centers and recycling facilities.	District municipality and all local municipalities.
Development of local integrated waste management plans for local municipalities.	Local municipalities.

THEME	RESPONSIBLE
Water monitoring: rivers and wetlands	Water services, Environmental
Waste water effluent monitoring	Water services
Monitoring of terrestrial and aquatic biodiversity	Water services, Environmental
Urban edge delineation	Spatial planning
Identification, delineation and planning of key natural resources	Spatial planning, Environmental
Monitoring programme for reporting on compliance	Environmental
Conservation planning	Spatial planning, LED, Environmental

6.6 DISASTER RISK MANAGEMENT PLAN

This plan fulfills the legal requirement as set out in the Disaster Management Act and the Policy Framework for Disaster Management in South Africa and confirms the arrangements for managing disaster risk and for preparing for- and responding to disasters within the O.R. Tambo District Municipality.



The development of the O.R. Tambo District Municipality Disaster Management Plan has culminated into six main chapters which are arranged as follows:

Chapter 1

Deals with the introduction and provides a background to the plan development.

Chapter 2

Describes the legal requirements that inform the Disaster Risk Management responsibilities of various role-players and stakeholders and provides insight into current compliance with the relevant legislation, primarily the Disaster Management Act. The structure of the Disaster Management Plan is also explained and linked to

the Key Performance Areas and Enablers of the Policy Framework for Disaster Management in the District, also known as the OR Tambo Disaster Risk Management Policy Framework (ORT DRMPF).

Chapter 3

Addresses requirements for the establishment of integrated institutional capacity for Disaster Risk Management within the O.R. Tambo District. The plan outlines the institutional capacity required for effective Disaster Risk Management which includes the establishment of a District Disaster Risk Management Advisory Forum, Technical Committees and a Disaster Risk Management Centre which should incorporate a 24-hour emergency control and communications facility (CCC).

Chapter 4

The risk profile of the District is provided based on the disaster risk assessment conducted between October and December 2013 in all five local municipalities of O.R. Tambo District Municipality, supplemented by the O.R. Tambo District Municipality DRA conducted by SRK Consulting. The high risks identified within the District include: human disease, hydro meteorological hazards such as severe storms, drought and flooding, fire hazards, civil unrest (crime), road transportation hazards and infrastructure/service delivery failure.

Chapter 5

Deals with Disaster Risk Reduction Planning to reduce those risks identified in the previous chapter. Disaster Risk Reduction project proposals have been formulated for priority risks and a risk reduction process is described in the beginning of the chapter. These proposals will remain guidelines which will need to be adapted to the specific prevailing circumstances when they are put into use.

Chapter 6

Response and recovery issues are highlighted. Preparedness plans for priority risks are introduced and the preparedness capacity of the District is described which leads to the identification of certain gaps and recommendations. Subsequently, an Any-Hazard Response procedure is presented that form the basis of response to all major incidents and disasters. Additional hazard-specific contingency plans are listed after which the declaration of a state of disaster and disaster classification is discussed. The chapter concludes with the identification of additional gaps and recommendations. The remaining chapters contain arrangements for the review and maintenance of the plan, a summary of the plan, as well as several annexures including contact details and additional descriptions of corporate responsibilities for Disaster Management.

In summary, several sections of the plan contain implementation actions that are required to ensure the effective implementation of this Plan. The most important of these are summarized below:

• This plan must be implemented as a working guideline by all municipal departments and entities for Disaster Risk Management in the district.

• A 24-hour Communication Control Centre (Disaster Operations Centre/Central Communication Centre) must be established to monitor emergency and essential services' communications and early warning information systems and identify developing emergencies and disasters so that appropriate response can be activated during major incidents and disasters;

• The municipality must institute the compulsory consideration of Disaster Management in the planning and execution stages of all IDP projects. This will ensure the integration of Disaster Management into the IDP, and will ensure that all plans and projects are focused on contributing to Disaster Risk Reduction and Disaster Preparedness – thus reducing the impact of disasters on lives, property, community activities, the economy and the environment in the O.R. TAMBO DISTRICT MUNICIPALITY;

• The O.R. Tambo Municipality must maintain a Disaster Management Advisory structure, whether this is a separate formally constituted Advisory Forum as discussed in the OR Tambo Disaster Risk Management Policy Framework, or another suitable body that fulfills the role of Advisory Forum;

• O.R. Tambo Municipal Council must adopt a formal policy for the declaration of a local state of disaster. Such a policy will replace this section of the plan which provides a general description of issues surrounding the declaration of a state of disaster;

• The municipality must regularly review and update its Plan, as required by Section 48 of the Disaster Management Act, No. 57 of 2002. OR Tambo Disaster Risk Management Centre is responsible for the review of the municipal Disaster Risk Management Plan on an annual basis and must provide guidance to municipal departments, Ntinga OR Tambo and Local Municipalities in the area of the district..

6.7 DISTRICT INTEGRATED TRANSPORT PLAN

Current deficiencies in the transport system, and with regard to mobility, needs of the population must be identified and described based on the data collected and the status quo inventory as well as by taking into account feedback from stakeholders and role players through a program of public participation. The transport needs assessment will provide valuable input in the formulation of transport goals and objectives on the one hand, as well as the setting of transport infrastructure and services standards on the other hand. Guidelines for transport needs identification and assessment include:

- The identification of transport problems and needs;
- The grouping of related problems and needs; and
- The prioritization of problems and needs.

Therefore, the integrated transport plan, apart from describing the existing transport situation, should describe the mobility needs of the population of the transport authority area for all trip purposes, and should include a detailed demand or market analysis for movement by either public or private modes of travel, in different corridors or along the routes which comprise the integrated transport plans public and private networks.

ISSUES	STRATEGIC OBJECTIVES	KEY IMPLEMETATION INITIATIVES	RESPONSIBILITY
District Integrated transport plan	Develop plans for integration of transport modes, infrastructure and facilities	•Development of terms of reference. •Call for proposals from qualified service providers •Appointment of a suitable service provider	NDoT, PDoT O.R. Tambo District Municipality, Local Municipalities
Taxi assistance program	Implementation of a diversification strategy	•Develop a constitution for the cooperative •Register a cooperative •Develop a business plan for the business that has been identified by the members of the cooperative	O.R. Tambo District Municipality
Improvement of transport facilities	Implementation of priority project identified in the audit and needs analysis report of public transport facilities at Mhlontlo LM	•Develop a business plan •Solicit funds from the NDoT •Develop terms of reference	NDoT O.R Tambo District Municipality
Promotion of non-motorised transport	Conduct a schools audit on the bicycles that were issued by PDoT	•Introduce non-motorised transport and infrastructure (pedestrian walk-ways)	PDoT O.R. Tambo District Municipality
Upgrading of airport infrastructure	Upgrading the Mthatha airport and PSJ airstrip	•Implement the Mthatha Airport and PSJ landing strip	DoT, O.R. Tambo District Municipality, Port St Johns-Local Municipality

CHAPTER 7: PROJECTS

7.1. MUNICIPAL INFRASTRUCTURE GRANT (MIG) ALLOCATION 2017/18

Table for MIG allocations for 2017/18 financial year is attached as **Annexure B.**

7.2 WATER SERVICES INFRASTRUCTURE GRANT (WSIG) PROJECTS 2017/18

Project Number	Project Name	WSA Name	WSIG Allocation 2017/18
	Ntontela / Tembukazi GWD	OR Tambo DM	R 5,000,000.00
	Ndzodeni,Bamanzi and surroundings BD: REPLACE (Ward 28 GWD)	OR Tambo DM	R 2,500,000.00
	KSD Ward 26 WS	OR Tambo DM	R 14,500,000.00
	Xurana and surrounds villages BD: REPLACE (Qunu Emergency Water Supply)	OR Tambo DM	R 2,500,000.00
	Upgrade the existing water supply at the Mqhekezweni village	OR Tambo DM	R 20,000,000.00
	Spring protection and cart water to villages in ward 1	OR Tambo DM	R 10,000,000.00
	Borehole development in Wards 6,14,15,17,19 & 28	OR Tambo DM	R 5,000,000.00
	Mcothini, Sidakwini and surrounds BD: REPLACE (Borehole Development in Ward 14 (32) Manzimahle)	OR Tambo DM	R 2,500,000.00
	Borehole development within Ward 3 and war 7	OR Tambo DM	R 14,500,000.00
	Borehole development within Ward 9 and ward 16	OR Tambo DM	R 10,000,000.00
	Tholeni Spring protection	OR Tambo DM	R 10,000,000.00
	Bhakaneni and surrounds within Ward 1 and 3 Borehole development	OR Tambo DM	R 2,500,000.00
	Debeza, Lwandlana and surrounds within Ward 1 and 3 Borehole development	OR Tambo DM	R 10,000,000.00
	Mvezo and Surrounds Water Supply	OR Tambo DM	R 5,000,000.00
	RHIP	OR Tambo DM	
	Lower Tyholo and Surrounds Water Supply	OR Tambo DM	R 5,000,000.00
	Mdeni and Surrounds water supply	OR Tambo DM	R 5,000,000.00
ORTDM Sub Total	**17**		**R 124,000,000.00**

7.3 PROVINCIAL AND NATIONAL SECTOR PLANS INCOPORATED TO THE ORTDM IDP

Cooperative governance, integration and alignment of municipal planning processes and strategies with other spheres of governmnet is a fundarmental part of the IDP process. The ORTDM held a Mega strategic Planning session wherein National and Provincial departments presented their plans relating to ORTD with the following aims:

- To provide the DM with informations about the programmes and projects that are implemented by National and Provincial sector departmnets in the District area.
- To provide the DM with an opportunity to highlight their priority needs and issues .
- To provide DM with the rationale behind funding decisions by the sector departments within the District Municipal areas.
- To ensure that the DM’s IDP has icorporated funded sector departments projects.

The following illustrative tables are National and Provincial sector plans with current and future projects to be implemented within the ORTDM area. Some of these projects will be implemented by the Municipality with funding being transferred to the Municipality as a conditional grant.

1. EC: Department of Human Settlements - Housing Sector Plan

2. SANRAL
3. Department of Health - National Health Insurance (NHI)
4. Department of Rural Development and Land Reform - Agri Parks
5. Eskom- Electrification
6. Department of Water and Sanitation- Water Services

7.3.1 Eastern Cape Department Of Human Settlements: Housing Sector Plans

Port St. Johns Local Municipality

Project Name	Project scope	Project Status	Type of Infrastructure	Project Duration	Source of Funding	Budget Allocated	YTD Actual Expenditure
Ntafufu	350	Current	Housing		EC : Human Settlements	R22 297 000	R385 000
Ndlankala	200	Current	Housing		EC : Human Settlements	R R12741 000	R322 000
Tombo	200	Current	Housing		EC : Human Settlements	R12 741 000	R0
Caguba	300	Current	Housing		EC : Human Settlements	R19 112 000	R0
PSJ	259	Current	Housing		EC : Human Settlements	R 11 135 000	R0
PSJ	362	Current	Housing		EC : Human Settlements		
PSJ	50	Current	Housing		EC : Human Settlements		
PSJ	321	Current	Housing		EC : Human Settlements		
PSJ	259	Procurement	Housing		EC : Human Settlements	R20 438 126	R2527502
PSJ	806	Procurement	Housing		EC : Human Settlements	R147 413 015	R0
Bolani	96	Procurement	Housing		EC : Human Settlements	R10 646 669.56	R0
Tombo	27	Procurement	Housing		EC : Human Settlements	R4478293.94	R0
Lutshaya	300	Procurement	Housing		EC : Human		

					Settlements		
Rectification RDP Stock	100	Planning	Housing		EC : Human Settlements	R21 894 000	R0
Bomvini	200	Planning	Housing		EC : Human Settlements	R12 741	R 79 000

Future Projects (FY 19/20)

Area	Project Scope	Status
Qandu	1200	Pending Beneficiary List
Mantsusini	1200	Pending Beneficiary List
Majola	1200	Pending Beneficiary List
Mthambalala	1200	Pending Beneficiary List
Lutshaya	1200	Pending Beneficiary List
Mkhanzini	1200	Pending Beneficiary List
Buchele	1200	Pending Beneficiary List
Nyazi	1200	Pending Beneficiary List
Mkhumbeni	1200	Pending Beneficiary List
Jambeni	1200	Pending Beneficiary List
Green Farm	1200	Pending Beneficiary List

Current Projects

Project Name	Project Scope
Zimbane Valley Rect.	1482
Maydene Farm Rect.	696
Waterfall Rect.	1183
Mqanduli Rect.	500
Ngangelizwe	200
Project A	1317
Military Veterans	57
Ntshabeni	200
New Payne	200
Willow	200
Mahlungulu	350
Mthonjana	350
KSD (Phase 1)	1188
KSD (Phase 2)	1188
KSD	315
Matheko	65
Langeni	800
Ngangelizwe Services	1850
Ilitha Services	463

Projects still at Procurement:

1. Ncambele 300
2. New Payne 300
3. Zidindi 100
4. Lindile 208

Ingquza Hill Local Municipality

Current Projects

Project Name	Project scope
DIMFI	500
MPOZA	500
INGQUZA	500
HOLLYCROSS	500
INGQUZA	347
XOPOZO	500
LUBALA	91
FLAGSTAFF	14
INGQUZA 301	301
INGQUZA 100	100

Future Projects

Project Name	Scope
UNITY PARK	1000
BABINI LANGA	1000
SIMPHIWE MNGUNI	1000
ENKULULEKWENI	800
ZWELITSHA	800
LUSI PARK	800

Nyandeni Local Municipality

Current Projects

Project Name	Scope
Nyandeni	800
Ntsundwana	1000
Mbhobheleni	1000
Mqwangqweni	1000
Mampondomiseni Phase 1	150
Mampondomiseni Phase 2	150
Nyandeni	190
Nyandeni	669
Nyandeni	233
Nyandeni	370

Future Projects

Project Name	Scope
NGQELENI	259
NYANDENI	370
NYANDENI	100
NYANDENI	77
NYANDENI	124
NGQELENI	259

Mhlontlo Local Municipality

Current Projects

Project Name	Scope
Lotana	300
Chulunca	300
Mhlontlo Voucher	160
Qumbu Rectification	504
Tsolo Mhlontlo	619
Qumbu Mhlontlo	619
Qumbu	500
Lotana	300
Tsolo	500
Mhlontlo	151
Maladini	104
Tsolo	424
Ncalukeni MPCC	

Future Projects

Project Name	Scope
SIDWADWENI	1000
LANGENI	1000
GOQWANA	1000
TSILITWA	1000
SIKWAYINI	1000

7.3.2 South African National Roads Agency (SANRAL)

Project Name	Project scope/Status		Type of Infrastructure	Project Duration Start	End	Budget Allocated
Rejuvenation Programme	Identify routes that that are due for rejuvenation; Categorize type of rejuvenation required, Apply bitumen emulsion (fog spray); Apply polymer bitumen with mineral filler; Apply 19 mm Cape Seal; Engage SMMEs for slurry application	Current	Roads	April 2015	24 Months	R 100 million
Mthatha Ring road	Construct 6.8m single carriageway on the northern side of R61, Upgrade Steel bridge, Make use of DRPW borrow pits, Apply 19 mm Cape Seal and Asphalt, Engage SMMEs.	Current	Roads	Aug 2015	18 Months	R 120 million
R61 Mthatha (Sprigg Street) to Ngqeleni turnoff (N2WCR)	New eastbound carriageway; upgrade westbound carriage; New bridges over the Mthatha River, Corana River and Sidwadweni River; Interchange at Ngqeleni Turnoff ; Two agricultural underpasses; one pedestrian bridge; Relocate households and build new dwellings; Apply Cape Seal and asphalt at intersections.	Under construction Nearing completion	Roads	Nov 2013		R 350 million
R61 Ngqeleni Turn-off to Libode (N2WCR)	Widening of sections of road; New cross section (passing lanes where required); Interchange at Libode; Walkways and community service roads; Construct one vehicular overpass; one vehicular underpass and one pedestrian bridge; Construct taxi bays.	Under construction Nearing completion	Roads	Feb 2014		R 265 million
R61 Libode (Mount Nicolas) to Mngazi (N2WCR)	Construction of bridges: Umngazi River Bridge, Qiti Overpass Bridge, Qhaka Overpass Bridge. Construction of underpasses: Gangata Agricultural underpass, Kuleka Agricultural underpass, Tutor Ndamase Agricultural underpasses 1, 2, 3 & 4, Mnxabakazi Agricultural underpass, Umngazi Agricultural underpass. Widening of Intersections: 8x Intersections will be widened, 6x Dangerous intersections will be closed. Community Development project: Local SMME will be used to construct community access roads which will be used to channel traffic towards the new formalised intersections. Relocation of services – ESKOM, Telkom, houses, etc.	Current		Sept 2016	36 Months	R 450 million

R61 Saint Barnabas / Ntlaza CBD N2WCR)	Dualing of road through Ntlaza, New vertical and horizontal alignment, Construct community access roads and pedestrian walkways, Construct Taxi rank, Install Lighting.	Original Contractor abandoned site: reappointment 95%		Feb 2012		R 130 million
R61 Upgrade from Majola - Tombo - N2WCR)	New vertical alignment at sharp curves, Widening of road with passing lanes where required, Reinforced Earth Walls at high fills, Upgrade or relocate intersections and accesses, Construct 3x agricultural underpasses; one pedestrian bridge and taxi rank -Majola Tea Junction, Relocate 7 dwellings.	Current		Jan 2015	36 months	R 535 million
R61 Baziya to Mthatha Airport	New vertical alignment, Widening of road with passing lanes where required, Construct river bridges, major culverts and cattle/agricultural underpasses, Construct service roads and walkways, Formalize accesses and intersections.	Currently at 40 % completion		Nov 2014	30 Months	R 397 million
N2 upgrade from Mt. Frere to Ngcweleni River	Full upgrade of road, Widening road, Community access roads. Pedestrian and agricultural underpasses.			Nov 2016	30 Months	R 500 million
N2 Reseal from Qumbu (Mzeke River) to Mt. Frere	Repair sections in distress and reseal, Crack sealing and selected texture treatment, Construct pedestrian walkways.	Complete		Feb 2015		R 55 million
N2 Tetyana to Sithebe Komkhulu	New vertical and horizontal alignment, New cross section (passing lanes where required), Straighten out Mtentu Cuttings, Straighten out cuttings on either side of Mbashe River.	Current		Nov 2016	24 months	R 400 million
N2 : Nqadu Forest to Qumbu (Mzeke River)	Reconstruct pavement layers, Passing lanes where required), Pedestrian walkways where necessary, Formalize dangerous intersections, Underpasses where required.	Future		March 2017	24 months	R 350 Million
N2 Viedgesville to Mthatha	Dual carriageway - vertical and horizontal alignment, Construct major culverts and cattle/agricultural underpasses, Construct service roads, walkways, traffic circles and calming measures, Formalize accesses and intersections	Future		June 2018	36 months	R 500 million
R61 Mthatha Airport to Mthata CBD (Sprigg Street)	Dual carriageway - vertical and horizontal alignment, Construct major culverts &cattle/agricultural bridges, Construct service roads, walkways, traffic circles, Formalize accesses and intersections.	Future		Nov 2018	36 months	R 550 million

	Relocation of residences could delay start					
N2 Mthatha Southern Bypass	Dual carriageway - vertical and horizontal alignment, Construct major culverts and cattle/agricultural underpasses, Construct service roads and pedestrian walkways, Formalize accesses and intersections.	Future		October 2020	30 Months	R 500 million
EC: Rural Roads programmes:	Projects were identified by DRPW and other infrastructure and social departments; Final list of projects was given to SANRAL in December 2015; SANRAL appointed existing consultants on the 19 January 2016 to carry out detailed assessment.	Current	Roads	March 2016	20 months	R 456 million
PSJ		Current				R 42 125 180
Ingquza Hill		Current				R 57 417 058
King Sabata Dalindyebo		Current				R 19 976 948
Nyandeni		Current				R 21 832 890
Mhlontlo		Current				R 22 554 646

N2 Wild Coast Road
Project description
The N2 Wild Coast is a 410 km stretch of road between East London and Mtamvuma River on the border between the Eastern Cape and KwaZulu-Natal. Of the total length, some 112 km would be on a new "greenfields" alignment between Ndwalane (near Port St Johns and the Mtamvuna River (near Mzamba) including: two mega-bridge structures on the Msikaba and Mtentu River, 7 additional major river bridges, 3 interchange bridges, approximately 96 km of a new class 1 road and 17 km of a "brownfield" class 1 road. The remainder comprises of upgrading the existing roads (already underway) and the future construction of bypasses at Mthatha, Idutywa and Butterworth. Once, it is complete, the route will be approximately 85 km shorter than the current route and be up to 3 hours faster, particularly for heavy freight vehicles.
Impact of Greenfields portion
The N2 Wild Coast Road is not only a Road Project but a catalyst for other development. It will have an impact on Regional Economic Development through significantly faster delivery times and lower transportation costs**,** improved mobility and connectivity**, i**mproved access, mobility and attractiveness for tourists.
It will also positively impact Local Economic Development by providing local SMMEs with business opportunities, both direct and indirect**.** The local economies of Port St Johns, Lusikisiki and Mzamba, as well as to towns such as Flagstaff, Bizana and Holy Cross will be positively impacted because of the major eco-tourism and conventional tourism opportunities that will be available for their towns. There will be improved access for Agriculture and other local economic activities. Lastly, there will be a positive local socio-economic development impact through projects and ongoing operational job opportunities, both direct and indirect**,** as well as improved access to health care, education and other social & economic opportunities.
Impact on Tourism
The project will have a huge positive impact on tourism from 2021 onwards. The Mtentu and Msikaba bridges will be tourist attractions in their own right complimenting the tourism attractions of the Wild Coast. The N2 Wild Coast Road will improve economic and logistic linkages in the region. Durban and East London will be 2 hours closer to each other. Port St Johns will be 1¼ hours' drive from Port Edward, 3½ hours' from Durban and 4 hours from East London.
The N2 Wild Coast Road will also open up the tourism potential of the region through huge eco-tourism potential along entire Wild Coast, major conventional tourism potential at Port St Johns and other coastal nodes such as Mboyti and Msikaba Mouth, expanded and enhanced Nature reserve and potential Tour-Bus route between Port Elizabeth, East London and Durban.
Impact on Agriculture and Rural Development
The project can have a huge positive impact on rural development from 2021 onwards. The new N2 route will open up access to the Pondoland where studies show that there is potential for a number of agricultural industries such as Forestry (wood lots and conventional), nuts – particularly the Lambasi & PSJ area, cattle (raising calves to adults), expansion of maize from to small scale commercial and other crops (sugar cane, tropical fruit). Linked that, there is the potential of agri-processing parks/facilities. Along the Wild Coast, there

is the potential of the boom of the oceans economy through small harbour development and commercial farming. There is also the potential of the revival of tea plantations.

Impact on Local Economic Development

The N2 Wild Coast Road project will have a huge positive impact on Local Economic Development, both during construction and from 2021 going forward. The Greenfields construction phase will see substantial income to local labour and local SMMEs**,** with estimated direct wages of R400 million for the unskilled & semi-skilled labour. Through this project, there will be a direct spend of R1.25+ billion on SMMEs. Through the multiplier effect this will see substantial increase in local domestic product (turnover) and local employment. SANRAL and local LMAs will support and develop local business through various approaches. After construction, the new route will benefit local business thorough substantially lower transport costs, new customers and ongoing local growth and development.

SMME opportunities

Through the N2 Wild Coast Road Project, SANRAL will have various mechanisms to ensure local SMME participation can be maximized. All conventional construction contracts will have both SMME and local employment participation goals. Minimum SMME and local labour participation targets will be set for each project. SMME Participation goals will have sub targets for various categories of CIDB CE grading as well as woman and youth ownership. In addition SMME participation goals will allow for the use of non-civil engineering SMMEs including transport, security, accommodation, catering and other service providers as well as GB building contractors and material and plant suppliers. Based on a thorough analysis of the number and capacity of the various contractors and suppliers in each LMA and surrounding municipalities' target areas will be defined for each sub category of the participation goals set.

As part of the Greenfields portion of the Project, SANRAL will ensure local civil engineering SMMEs are capacitated to participate in the various construction projects:

- A Training and Skills Development programme ahead of construction has recently started
- Each project trains 10 local CIDB 1-2 CE contractors
- Community Access Roads will be constructed by trainees under the programme.
- Initially one project in each of the three LMs will be constructed
- 2 additional projects are currently out on tender with further planned
- Local CIDB 2-5 contractors will be offered theoretical training
- Labour employed by the SMMEs will also receive training

- Each main construction package will have additional SMME training and mentoring requirements

Community Legacy Projects

For each sub-section of the road , there will be Community Development components in the form of Local Access Roads, Pedestrian Facilities and other legacy projects such as Community Halls and where possible the establishment of small businesses such as brick making and concrete product yards

Further the provincial and local access roads leading to and around the sites will be improved (culvert/bridge structures, Storm water infrastructure and regravelling).

7.3.3 National Department of Health and Eastern Cape Department of Health

The District boasts 135 clinics, 10 Community Health Centres, 9 District Hospitals, 2 Regional hospitals (SEH and MRH), 1 Central hospital (NMCH) and one specialised hospital (Bedford).

The District has also been identified as one of the area that will pilot the NHI program. The National Health Insurance (NHI) is a form of mandatory insurance that supports a system of universal health care coverage where every citizen in South Africa is covered. This innovation is addressing imbalances on access of health care services in the country. The core strategy behind this system is ensuring an efficient, effective and quality driven health service delivery through the Primary Health Care approach. 2012-2017 is the preparatory phase. 2018-2022 will be the issuing of NHI and 2023 will be the implementation.

The whole NHI must be driven by the Primary Healthcare approach. All providers must be accountable to the communities that they serve. The Province must be responsible to support DHA. There should be an increased training of Community Healthcare workers and Environmental Health Officers. There must be a programme to provide appropriate care for chronic diseases and promotion of healthy life style.

Clinics constructed by the National Department of Health as Ideal clinic model:

- 2 clinics in the KSD Sub-district (Sakhela and Gengqe)
- 2 replacement clinics in KSD Sub-district (Maxwele and Lutubeni)
- 1 replacement clinic in Mhlontlo Sub-district (Lotana)
- 2 replacement clinics in Nyandeni Sub-district (Nkanga and Nolitha)
- 1 replacement clinic in Qaukeni Sub-district (Lusikisiki Village)

Equipment received as donations by the National Department of Health for 44 Public Healthcare Facilities identified as ideal clinics for 2015/16:

- Delivery beds, examination couches, emergency trolleys, schedule 5&6 cupboards. Defibrillators, stretchers, drip stands & foot stools. Donated equipment was based on the identified needs of the facilities.

Re-Engineering Primary Healthcare

WARD BASED OUTREACH TEAMS (WBOTs): 91 70 ENs contracted as Outreach Team Leaders (OTLs) 21 PNs facility based OTLs- not fully functional due to facility demands 589 Community Health Workers	**INTEGRATED SCHOOL HEALTH PROGRAMME (ISHP):** 25 ENs contracted as School Health Nurses Teams have been formed for School health services in the four health Sub-districts.	District Clinical Specialist Teams (3 specialist nurses) no doctors.	General Practitioners contracting

General Practitioner Contracting

Local Municipalities	Total number of Public Healthcare facilities	No of GPs contracted	No of facilities visited by GPs
King Sabata Dalindyebo	49 (44 clinics, 5 CHCs)	21	37
Mhlontlo	27 (25 clinics, 2 CHCs)	9	12
Nyandeni	30 (29 clinics, 1 CHCs)	6	5
Port St Johns	19 (17 clinics, 2 CHCs)	2	4
INgquza Hill	20 clinics	7	11
OR TAMBO	**145**	**45**	**69**

Eight (8) NHI Clinics Under Operation Phakisa (Ideal Clinic Model)

Sub district	Project name	Project Description	Project value	Progress
KSD	Luthubeni Clinic	Replacement by NDOH	R23 047 001	Construction of nurses home, clinic and guardhouse completed.
	Gengqe Clinic	New structure by NDOH	R 20m	At wall stage. New contractor appointed

Sub district	Project name	Project Description	Project value	Progress
	Maxwele Clinic	Replacement by NDOH	R 23m	Construction completed. Final touches
	Sakhela	Replacement by NDOH	R 23m	Construction of clinic and nurses home completed. Paving and borehole
Mhlontlo	Lotana Clinic	Replacement by NDOH	R23m	Construction of nurses' home and clinic completed. Final touches
Ingquza Hill	Lusikisiki Village	Replacement	R R58m	Nurses' accommodation at roofing stage. Clinic at wall stage.
Nyandeni	Nolitha Clinic	Replacement by NDOH	R22m	Construction at wall stage due to contractor delays. New contractor appointed.
	Nkanga Clinic	Replacement by NDOH	R 23 m	Construction completed. Challenge: borehole unsuccessful due to absence of water.

Phase 1: Additional Consulting Rooms By NDOH 2014/15 (15)

Sub-district	Number of PHC facilities	Project
KSD	Qokolweni, Qunu, Ntshabeni, Luthubeni	6 consulting rooms, rest room, water tanks, medical equipment, furniture. Borehole in all 4 facilities. Generator at Ntshabeni and Qokoloweni
Mhlontlo	Mahlungulu, Mbalisweni, Qumbu CHC	4 consulting rooms in Mahlungulu, renovations and generator provided. Medical equipment and furniture. 6 consulting rooms in Mbalisweni and water tanks. No boreholes due to non-existence of water
Nyandeni	Lutshaya, Mtambalala, Libode, Makotyana CHC, Butingville	4 consulting rooms at Libode & generator, 6 consulting rooms in Lutshaya, Mambalala, Makotyana and Butingville.
Ingquza Hill	Goso Forest, Malangeni, Qaukeni	6 consulting rooms, rest room, water tanks, medical equipment, furniture. Borehole in all 3 facilities

Phase 1: Additional Consulting Rooms By NDOH 2015/16

Sub-district	Ward	Health Facility	Approved budget	Project name
Nyandeni	12	Ntaphane	R2 709 373	6 consulting rooms, rest rooms, reception. Water tanks. No borehole. Has been finally handed over in August 2016 with

Sub-district	Ward	Health Facility	Approved budget	Project name
				full equipment and furniture.
Nyandeni	19 (PSJ)	Bomvini	R2 709 373	6 consulting rooms, rest room, reception, water tanks. No borehole. Has been finally handed over in August 2016 with full equipment and furniture.
Nyandeni	4 (PSJ)	Tombo CHC	R2 709 373	6 consulting rooms, rest room, reception, water tanks. No borehole. Has been finally handed over in August 2016 with full equipment and furniture.
Ingquza Hill	31	Bala Clinic	R2 709 373	6 consulting rooms, rest room, reception, water tanks. No borehole. Has been finally handed over in August 2016 with full equipment and furniture.
Ingquza Hill	5	Nkozo clinic	R2 709 373	As above
Ingquza Hill	22	Magwa clinic	R2 709 373	A above
KSD	7	Stanford Terrace	R2 709 373	6 consulting rooms, rest rooms, receptions, water tanks. No borehole. Medical equipment and furniture supplied.
KSD	20	Phakamile Clinic	R2 709 373	6 consulting rooms, rest room, reception, water tanks. No borehole. Awaiting for delivery of medical equipment and furniture.
KSD	24	Maphuzi Clinic	R2 709 373	As above
Mhlontlo	18	Gura clinic	R 2 709 373	As above
Mhlontlo	3	Ezingcuka Clinic	R 2 709 373	6 consulting rooms, repairs and generator
Mhlontlo	13	Mdyobe	R2 709 373	As above

Phase 3: Infrastructure Projects 2016/17 (30)

Sub district	Additional Consulting Room
KSD	Civic Centre clinic, Mqanduli CHC, Ngcwanguba CHC, Nzulwini Clinic, Ntlangaza Clinic, Ngwenya Clinic, Ngqwara Clinic, Ngqungqu Clinic
Mhlontlo	Caba Clinic, Shawbury Clinic, Mdeni Clinic, Lalankomo Clinic, Mbokothwana Clinic, Langeni Clinic.
Port St Johns	Ngcoya Clinic, Mzintlava Clinic, Gqubenni Clinic

Sub district	Additional Consulting Room
Nyandeni	Canzibe Gateway Clinic, Ntibane Clinic, Double Falls
Qaukeni	Bodweni Clinic, Kanyayo Clinic, Mantlaneni Clinic, KTC Clinic, Xurana Clinic, Palmerton Clinic, Mpoza Clinic, Xopozo Clinic.

Infrastructure Upgrades 2015/16

1. St Barnabas Hospital: A contractor is on site for staff accommodation and Mental Health Unit. Expected completion is August 2017.
2. Nessie Knight Hospital: A contractor is on site for the construction of accommodation for health professionals.
3. St Lucy's Hospital: A contractor is busy on site with the first phase

Central Chronic Medicines Dispensing & Distribution (CCMDD)

• Project implemented in the four (4) Sub-districts • Figure below are as of 03 February 2017				
District Status	Number			
Total number of registered patients on CCMDD	75 808			
Patients picking up medication outside facilities	26 594			
External contracted Pick-Up-Points (PUPs)	30			
Number of PUPs per Sub district	KSD	Mhontlo	Nyandeni	Qaukeni
	21	2	5	2

7.3.4 Department Of Agriculture And Land Reform

Agri Parks

The Department of Rural Development and Land Reform was mandated to execute the planning and establishment of Agri-Parks in each of the 44 district municipalities in South Africa. These Agri-Parks are aimed at creating an enabling environment for economic development and job creation, with a focus on value chains for dominant products.
DRDLR initiated Agri-Park (AP) will typically comprise of the following three basic units:
* Farmer Production Support Unit(s) (FPSU)
* A central Agri-Hub (AH)
* A Rural-urban Market Centre (RUMC)
OR Tambo District Municipality Agri-Park will comprise of an Agri Hub located in Lambasi and Five Farmer Production Support Units in each of the local municipalities. A Rural Urban Market Centre (RUMC) in Mthatha

Agri -Hub

- The site identified is Lambasi

FPSU Identified

- King Sabatha Dalindyebo LM – Mqanduli FPSU (RED HUB**)**
- Nyandeni LM-Libode
- Mhlontlo LM – Qumbu (Site to be confirmed)
- Port St Johns

RUMC-

- Mthatha **(Agreement taken on the 09 12 2016)**

OR Tambo Agri-Park will initially focus on three prioritised value chains, namely:

- Livestock,
- maize,
- Vegetables and fruit.

- The Department of Rural Development and Land Reform has appointed Urban-Econ to develop a consolidate business plans for the district.
- FEMPLAN to look at the condition of infrastructure in both the Agri-Park and Farmer Production Support Units

The following table illustrates the current and future projects applicable to ORTDM

Project Name	Project scope	Status	Type of Infrastructure	Project Duration Start End	Source of Funding	Budget Allocated
ORT Grain Production Mhlontlo Nyandeni Ingquza Hill PSJ Lambasi Fencing	Mechanisation of 800 ha and Lambasi Fencing	Procurement	Grain Production			R2 261 000
Infrastructure Development :	Ikwezi Dairy Farm KFPM, Mzikantu	Current				R5 million
	Mimosa Hoek farm 42, Amanhlamvu, Lambasaim, Caguba, Mkhambati	Current		2017-19		R 87 621 927
Red meat Development	To establish customised Feeding in Mhlontlo and complete the Njiveni CFS	Current	Customised Feed	Feb 2017		R1475 000
Mhlontlo Arts and Craft	Material for 10 Cooperatives	Procurement		Nov 2013		R350 000
Lady Park Trading Enterprise	To provide machinery and material	procurement				R500 000
ORT Sewing	Train 200 beneficiaries in Ngquza	Current	Sewing Training; Sewing material and equipment			R1500 000

Projects In Planning Stage

- Erection of 10km fencing at Qunu village Phase 2 under KSD- still on planning.
- Erection of 25km fencing at Caba and Shukunxa village under Mhlontlo LM – 10km complete and 15 still under planning.
- Erection of 10km fencing at Mpunzana village under KSD LM-still under planning.
- Erection of 20km fencing at Tshemesi village under KSD LM-under planning.
- Erection of 18km fencing at Nyandeni village under Nyandeni LM- under planning.

7.3.5 Eskom: Eastern Cape Operating Unit

ORTDM Electrification Plans

The tables below are the 3 year rolling plans of OR Tambo District and its Local Municipalities' electrification programme. Electrification programme is funded from the fiscus through disbursements from National Treasury to the line budget of the Department of Energy. IDPs of municipalities prioritise their backlog into projects that have to be funded and the Department of Energy manages the programme nationally via a unit called the INEP. The reporting process is done to DOE by Eskom and to Municipalities as per DoRA.

Municipality	Project Name	16/17 CAPEX Plan	16/17 Connection Plan	YTD CAPEX Actual (Jan 2017)	YTD Connection Actual (Jan 2017
King Sabata Dalindyebo	KSD Extension 16/17	11 400 000.00	600	4 396 211.63	0
	KSD Ext 16/17 L/ Line	2 000 000.00		0 ,000.00	
	Mqanduli Coffee Bay 16/17	9 524 213.09	434	9 043 033.89	232
	Mqanduli Ph 2 16/17	9 172 706.29	313	1 552 798.43	0
	Mqanduli Ph 5 16/17	1 349 999.61	77	240 246.59	0
	KSD Ward Exts Pre-Engineering	1 483 947.00		1 611 140.08	
	KSD Extension 15/16	601 026.41	16	589 282.34	16
	KSD Extension 14/15	837 576.30	0	86 848.53	0
	Mqanduli Coffee Bay 15/16	4 303 874.37	444	3 067 346.68	494
	Mqanduli Ph 2 15/16	3 046 717.51	180	2 417 359.66	161
	Mqanduli Ph 5 15/16	633 578.47	42	545 218.31	42
	Mqanduli Ph 5 Turnkey	(578 362.89)	0	(578 556.04)	0
	KSD Infills 16/17	2 800 000.00	641	2 816 280.17	512
	Mqanduli Ph 4B	420 417.00	0	0,000.00	0
TOTAL KSD		**R46 995 693.16**	**2747**	**R25 733 210.27**	**1457**

Municipality	Project Name	16/17 CAPEX Plan	16/17 Connection Plan	YTD CAPEX Actual (Jan 2017)	YTD Connection Actual (Jan 2017
INgquza Hill	Ingquza Area Electrification 16/17	4 446 000.00	200	1 302 475.49	0
	Khanyayo Electrification 16/17	6 083 040.35	230	3 127 955.95	0
	Khanyayo Electrification Link Line 16/17	3 105 676.00		0,000.00	
	Lambasi B 16/17	19 703 154.51	641	3 985 887.74	43
	Lambasi B Link Line 16/17	1 750 000.00		0,000.00	
	Ingquza Exts Ph 1	15 835 774.56	640	635 855.34	0
	Ngquza Hills Infills 16/17	5 118 764.43	2119	4 658 436.84	1206
	Taweni Substation 132 KV Turn-in lines	15 000 000.00		0,000.00	
	Ingquza Hill Area Exts 17/18 Pre-Engineering	452 797.20		95 579.00	
	Flagstaff Phase 4 15/16	22 197.94	66	355 365.46	66
	Goso Electrification 15/16	2 297 495.04	180	2 208 706.60	180
	Goso Electrification Link Line 15/16	103 037.21		69 630.07	
	Ingquza Area Electrification 15/16	7 479 263.06	236	7 185 172.40	236
	Khanyayo Electrification 15/16	23 053 141.34	1257	21 792 879.65	1469
	Lambasi B 15/16	43 502.46	53	29 353.56	53
	Mantlaneni Electrification 15/16	4 847 768.38	0	3 155 869.51	157
	Mhlunguthini 15/16	802 782.83	63	827 980.25	63
	Ntontela 15/16	14 148 468.86	465	10 641 494.54	593
	Sipakweni NB 96 Mhlunguthini 13/14	580629.68	0	16 329.68	0
	Ntontela 14/15	436 742.18	0	428 853.21	0

	Lambasi B 12/13	308 736.72	0	308 736.72	0
	Lusikisiki Ph 3B Electrification 12/13	69 300.00	0	0,000.00	0
	Mantlaneni Wards 1,2 & 3 12/13	64 201.65	17	64 201.65	17
	Khanyayo Electrification 14/15	0,000.00	0	277 229.32	0
Total Ngquza Hill		**R125 934 394.40**	**6167**	**R60 613 534.34**	**4083**

Municipality	Project Name	16/17 CAPEX Plan	16/17 Connection Plan	YTD CAPEX Actual (Jan 2017)	YTD Connection Actual (Jan 2017
Nyandeni	Mthatha Mouth 16/17	10 235 667.69	451	10 154 781.60	342
	Ncithwa Extension 16/17	6 199 490.00	185	577 493.99	0
	Bomvana Exts 16/17	7 314 999.52	385	1 370 649.88	0
	Nyandeni Infills 16/17	2 141 111.64	335	2 160 906.04	399
	Nyandeni Ward Exts 17/18 Pre-Engineering	359 667.00		556 631.35	
	Ncithwa Ph C 16/17	2 000 810.00	260	1 448 045.90	112
	Bomvana Exts 15/16	4 057 395.65	176	3 094 564.33	176
	Mthatha Mouth 15/16	1 149 182.30	489	1 129 973.47	489
	Ncithwa Exts	5 495 536.36	0	4 699 966.51	0
	Mthatha Mouth Ward 26 Elect 13/14	157 289.86	0	224 008.20	0
	Mthatha Mouth 14/15	825 856.77	0	(68 143.23)	0
Total Nyandeni		R39 194 006.20	2281	R25 348 878.04	1518

Municipality	Project Name	16/17 CAPEX Plan	16/17 Connection Plan	YTD CAPEX Actual (Jan 2017)	YTD Connection Actual (Jan 2017

Mhlontlo	Mhlontlo Exts 16/17	4 883 680	220	2 193 748.88	0
	Mhlontlo Infills	898 158.00	231	1 071 337.40	154
	Mhlontlo Ward Exts Pre-Engineering	692 905.27		0,000.00	
	Mhlontlo Exts Part 15/16	618 710.59	2	614 792.42	2
	Tsolo Ph 6A Elect 13/14	226 820.00	0	0,000.00	0
	Tsolo Ph 5 Elect. 14/15	111 100.00	0	0,000.00	0
Total Mhlontlo		R7 381 374.39	453	R3 879 878.70	156

O R Tambo 16/17 Consolidated

Municipality	16/17 CAPEX Plan	16/17 Connection Plan	YTD CAPEX Actual (Jan 2017)	YTD Connection Actual (Jan 2017
King Sabata Dalindyebo	R46 995 693.16	2747	R25 733 210.27	1457
Ngquza Hill	R125 934 394.40	6167	R60 613 534.34	4083
Port St John's	R64 954 032.05	3111	R32 355 299.42	1173
Nyandeni	R39 194 006.20	2281	R25 348 878.04	1518
Mhlontlo	R7 381 374.39	453	R3 879 878.70	156
Total O R Tambo	R284 459 500.20	14759	R147 930 800.77	8387

OR Tambo District Electrification Plan

Municipality	17/18	18/19	19/20	Total Backlog
King Sabata Dalindyebo	3000	4159	800	7959
Nyandeni	1870	3500	500	5870
Port St Johns	650	1400	100	2150

Municipality	17/18	18/19	19/20	Total Backlog
Mhlontlo	800	450	750	2000
Ingquza Hill Local Municipality	2148	1000	1000	4148
TOTAL	8468	10509	3150	22127

Municipality	Project Name	16/17 CAPEX Plan	16/17 Connection Plan	YTD CAPEX Actual (Jan 2017)	YTD Connection Actual (Jan 2017
Port St John's	KwaNyathi 16/17	6 412 197.75	156	4 141 059.12	0
	Kwa Nyathi Link Line 16/17	0.27		27 447.87	
	PSJ Extension 16/17	6 839 999.21	280	5 792 248.99	142
	Lutshaya 16/17	6 541 239.66	180	3 660 533.12	0
	Lutshaya Link Line 16/17	0.17		0,000.00	
	Mtambalala 16/17	12 071 786.83	543	560 524.93	0
	Mtambalala Link Line 16/17	0.29		0,000.00	
	Tyeni 16/17	5 463 144.00	120	1 409 407.25	0
	Tyeni Link Line 16/17	0,000.00		35 399.92	
	PSJ Infills	767 265.47	317	1 497 542.64	394
	PSJ Exts Pre-Eng	578 560.53		0,000.00	
Port St John's	Lutshaya Ph C 16/17	4 634 937.00	239	1 209 984.65	0
	Tyeni Ph C 16/17	1 718 729.33	236	3 209 158.49	0
	KwaNyathi Ph C 16/17	3 807 687.00	240	248 176.39	0
	KwaNyathi Ph D 16/17	2 673 052.00	163	809 096.96	0
	KwaNyathi 15/16	1 838 801.90	0	1 838 801.90	0

Municipality	Project Name	16/17 CAPEX Plan	16/17 Connection Plan	YTD CAPEX Actual (Jan 2017)	YTD Connection Actual (Jan 2017
	Lutshaya 15/16	2 989 203.74	249	2 535 632.21	249
	Mtambalala 15/16	3 130 773.48	224	2 652 143.18	224
	Tyeni 15/16	3 368 826.18	164	1 461 424.44	164
	Mtambala 13/14	14 960.00	0	0,000.00	0
	KwaNyathi 14/15	1 178 029.80	0	1 088 404.68	0
	Lutshaya Ward 18 14/15	335 404.60	0	177 952.48	0
	Mtambalala 14/15	582 232.84	0	0,000.00	0
	PSJ Infills 15/16	7 200.00	0	0,000.00	0
Total PSJ		R64 954 032.05	3111	R32 355 299.42	1173

7.3.6 Eastern Cape: Department Of Water And Sanitation

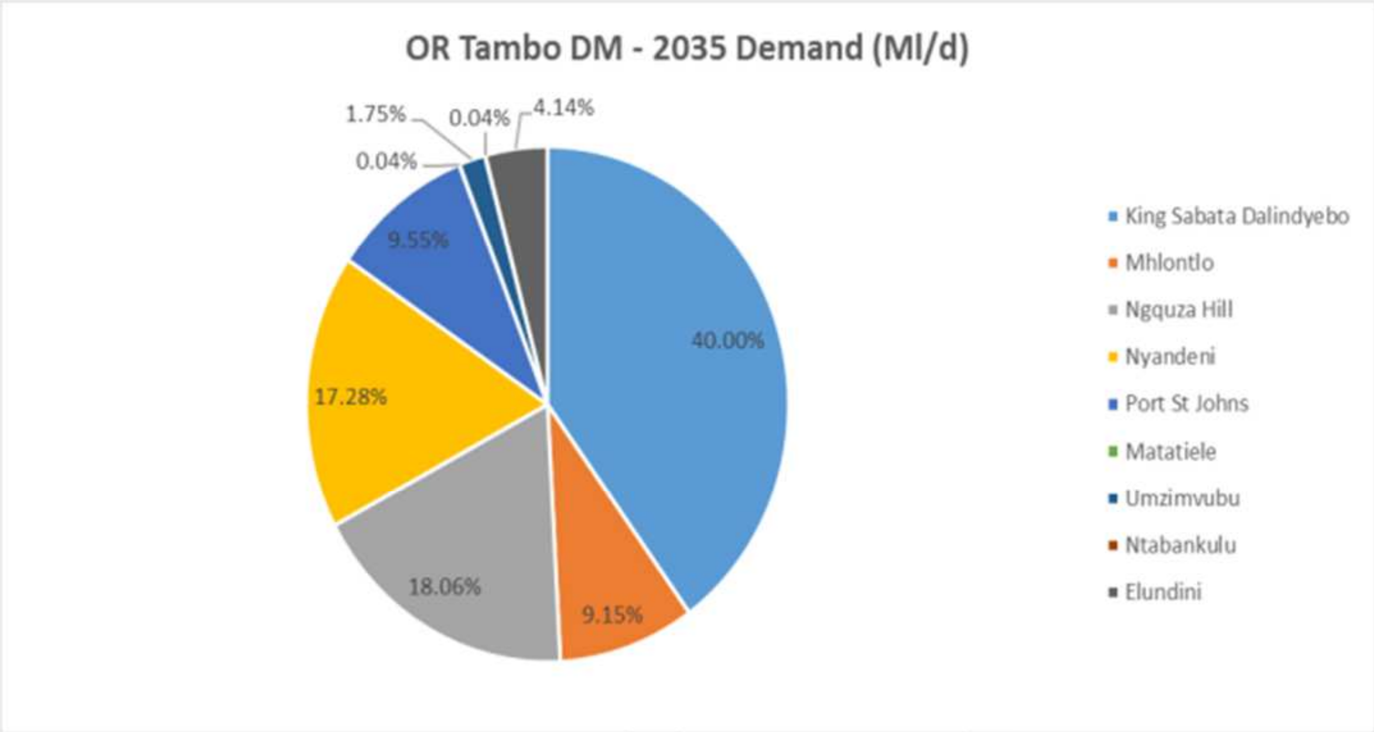
The following programmes and projects are a response to water service level and water requirements for the ORTDM area. There are mixed forms of water services provided in the ORTDM

- Formal, high level of service (adequate)
- Informal, temporary level of service including water tankers (adequate)
- Informal, below basic RDP level of service (inadequate)
- No services (inadequate)

The extent of the water supply backlog within the O R Tambo District Municipality is 63% with the majority of the households that still have no access to any water supply infrastructure. Water requirements for the District Municipality are projected as follows

- 2015 - 135 Ml/day
- 2035 - 243 Ml/day

King Sabata Dalindyebo Local Municipality will be the largest water consumer in the ORTDM, requiring 40% of all water.



Current Water Projects

Most water supply projects are funded through MIG and MWIG.The existing cost requirement for water services within ORTDM is R 16 billion and does not yet represent a wall-to-wall coverage of the total need. The total MTEF 2015/18 over the next three years is approximately R 960,5 million for regional bulk. The total bulk requirement alone is R 7.2 billion, resulting in ORTDM having to take at least 21 years to address their total bulk infrastructure needs

Grant Funding Programme	No of Projects	Total Cost Requirement	FY 2015/16	FY 2016/17	FY 2017/18	Total MTEF
23DM/MWIG	35	R 423 631 797	R 124 303 000	R 85 675 000	R 155 337 000	R 365 315 000
MIG	34	R 8 358 042 724	R 532 295 000	R 554 186 000	R 587 000 000	R 1 673 481 000
RBIG	8	R 7 256 064 700	R 320 200 000	R 300 000 000	R 340 283 877	R 960 483 877
		R 16 037 739 221	**R 976 798 000**	**R 939 861 000**	**R 1 082 620 877**	**R 2 999 279 877**

Fourteen Water Services Initiative Areas (WSIAs)

WSA	LM	WSIA No	WSIA Name	Source Development Yes / No	Treatment New / Upgrade	Storage (Ml)	Bulk Pipe lines (km)	Reticulation Lines (km)	Yard connections (No)
O R Tambo	King Sabata Dalindyebo	KSD001	Mthatha WSIA	✗	Upgrade	36	187	299.20	77 154
O R Tambo	King Sabata Dalindyebo	KSD002	Mthatha Regional Borehole Development WSIA	✓		5	62	99.20	1 310
O R Tambo	King Sabata Dalindyebo	KSD003	Mqanduli Corridor Development WSIA	✗	Ugrade	17	381	608.80	11 927
O R Tambo	King Sabata Dalindyebo	KSD004	Lukwethu Water supply WSIA	✗		9	322	515.20	15 257
O R Tambo	King Sabata Dalindyebo	KSD005	Coffee Bay WSIA	✗	Upgrade	14	56	89.60	5 196
O R Tambo	Mhlontlo	MHLO001	Umzimvubu WSIA	✓	New		1 050	1 680.00	59 554
O R Tambo	Ngquswa Hill	NQH001	Ngqushwa Hill WSIA	✓	New	14	783	1 252.80	47 468
O R Tambo	Ngquswa Hill	NQH002	Msikaba WSIA	✓		24	220	352.00	10 156
O R Tambo	Nyandeni	NYA001	Second Falls WSIA	✗	New	13	85	140	8 929
O R Tambo	Nyandeni	NYA002	Tombo WSIA	✗	Upgrade	12	86	137.60	5 245
O R Tambo	Nyandeni	NYA003	Ngqeleni WSIA	✗	Upgrade	16	33	52.80	9 748
O R Tambo	Nyandeni	NYA004	Cibeni-Ntlambeni WSIA	✓	Upgrade	28	292	467.20	15 545
O R Tambo	Port St Johns	PSJ001	Port St Johns WSIA	✓	Upgrade	7	54	55	4 042
O R Tambo	Port St Johns	PSJ002	Port St Johns Town Supply WSIA	✓	Upgrade	4	48	50	2 165
O R Tambo			**14 WSIAs**			**199**	**3 659**	**5 799.40**	**273 697**

WSA	WSIA Name	Total Cost Requirement (R'000)	Bulk Cost (R'000)	Reticulation Cost (R'000)	Cost per HH
		Yard Connection			
O R Tambo	Mthatha WSIA	R 4 677	R 1 887	R 2 790	R 47 286
O R Tambo	Mthatha Regional Borehole Development WSIA	R 52	R 5	R 47	R 31 183
O R Tambo	Mqanduli Corridor Development WSIA	R 1 145	R 714	R 431	R 74 872
O R Tambo	Lukwethu Water supply WSIA	R 2 088	R 1 536	R 552	R 106 752
O R Tambo	Coffee Bay WSIA	R 602	R 414	R 188	R 90 394
O R Tambo	Umzimvubu WSIA	R 6 911	R 4 980	R 1 931	R 100 963
O R Tambo	Ngqushwa Hill WSIA	R 7 204	R 5 086	R 2 117	R 125 958
O R Tambo	Msikaba WSIA	R 1 893	R 1 440	R 453	R 154 692
O R Tambo	Second Falls WSIA	R 1 491	R 1 135	R 356	R 135 293
O R Tambo	Tombo WSIA	R 576	R 366	R 209	R 88 906
O R Tambo	Ngqeleni WSIA	R 1 264	R 875	R 389	R 105 029
O R Tambo	Cibeni-Ntlambeni WSIA	R 2 402	R 1 781	R 620	R 125 141
O R Tambo	Port St Johns WSIA	R 303	R 117	R 186	R 68 865
O R Tambo	Port St Johns Town Supply WSIA	R 225	R 125	R 100	R 95 434
O R Tambo	**14 WSIAs**	**R 30 832**	**R 20 462**	**R 10 370**	**R 95 434**

ANNEXURES

ANNEXURE A: IDP, PMS AND BUDGET SCHEDULE OF ACTIVITIES (PROCESS PLAN)

PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
JULY 2016 (PREPARATION PHASE)			
IDP	• Development of IDP Framework and Process Plan • IDP Stakeholder Registration and Advertisement and Circulation of IDP Framework & Process Plan	June – July 2016 1 – 30 July 2016	MM's Office: IDP MM's Office IDP MM's Office: IDP
BUDGET	• Development of a budget time schedule • Preparation and submission of s71 report to the Executive Mayor • Senior officials of DM and Ntinga begin planning for the next three-year budget • Submit section 52(d) report to council. • Printing and Distribution of Final approved Budget	July 2016 14 July 2016 31 July 2016 31 July 2016 31August 2016	BTO All HODs and Ntinga BTO BTO BTO
PMS	• Submission of Draft SDBIP 2016/17 and Draft Annual Performance Agreements to the MM • Submission of Draft SDBIP 2016/17 and Draft Annual Performance Agreements to the Executive Mayor • Submission of Draft 4th Quarter Performance Report 2015/16 to Council Structures • Tabling of Draft 4th Quarter Performance Report 2015/16 • Finalise 2016/17 performance agreements • Executive Mayor tables 4th quarter report to Council	10 July 2016 14-28 July 2016 15 July 2016 31 July 2016 31 July 2016 31 July 2016	MM and All senior managers MM MM's Office: CPM Executive Mayor All Senior Managers Executive Mayor
AUGUST 2016 (PREPARATION – ANALYSIS PHASE)			
IDP	• Data Collection (Community Based survey -from ISD) • IDP Representative Forum – consultation on the IDP Framework and Process Plan for 2017/18	01 August – 30 September 2016 31 August 2016	MM's Office: IDP MM's Office: IDP
BUDGET	• Preparation and submission of s71 report to the Executive Mayor • Preparation of Annual Financial Statements • Annual Financial Statement submitted to AG	17 August 2016 August 2016 31 August 2016	BTO BTO BTO
PMS	• Post 2015/16 4th quarter report on the website • Make public Annual Performance Agreements and place on municipal website • Submit Annual Performance Agreements to Council & MEC DLGTA • Submission of Draft Annual Performance Report 2015/16 to AG	31 August 2016 31 August 2016 31 August 2016 31 August 2016	All senior managers MM's Office: CPM, ICTM MM MM's Office: CPM
SEPTEMBER 2016 (ANALYSIS PHASE)			
IDP	• Mayoral Lekgotla session (to prepare for the start of the IDP processes 2017/2018) • Update of situational analysis with line departments including evaluation of sector plans. • IGR Roadshows (IDP Roadshow Feedback)	12-16 September 2016 30 September 2016 30 September 2016	MM Office and OEM All departments MM's Office: IDP, IGR, OEM & Speakers Office
BUDGET	• Establish/Review current institutional budget committee	5 September 2016 12 September 2016	OEM BTO

PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
	• Circulate budget schedules to all departments. • Preparation and submission of s71 report to the Executive Mayor • Consultation of the Local municipalities • Preparation of consolidated AFS – including (Ntinga's &KFPM) • Submission of consolidated AFS to AG	12 September 2016 29 September 2016 20 September 2016 30 September 2016	BTO BTO & Ntinga BTO
PMS	• Circulation of first quarter report template to all departments	20 September 2016	MM's Office: CPM
OCTOBER 2016 (ANALYSIS – STRATEGIES PHASE)			
IDP	• Update of situational analysis continues (Local Municipality submissions) • IDP Steering Committee sits to discuss issues identified during Analysis Phase • IDP Representative Forum (Presentation of status Quo Reports by Local Municipalities & Sector Departments) • Sector Forums sittings in preparation for the IDP Lekgotla	1 – 14 October 2016 18 October 2016 21 October 2016 24 – 31 October 2016	MM's Office: IDP with all depts MM's Office: IDP MM & HODs MM's Office: IDP to arrange Sector Technical Champions: to arrange
BUDGET	• Preparation and submission of s71 report to the Executive Mayor • Tariff review by departments • Preparation of MFMA Implementation Plan • Determination of budget limits for Ntinga 2017/18 • Submit section 52(d) report to council	17 October 2016 19 October 2016 31 October 2016 30 October 2016 30 October 2016	BTO All departments BTO MAYCO OEM
PMS	• Submission of 1st Quarter Performance Report 2016/17 by Departments • Consolidation of 1st Quarter Performance Report 2016/17 by CPM • Discussion of 1st Quarter Performance Report 2016/17 by management • Submission of Draft 1st Quarter Performance Report 2016/17 to Council Structures • Tabling of Draft 1st Quarter Performance Report 2016/17 to Council	7 October 2016 12 – 14 October 2016 15 October 2016 19 October 2016 30 October 2016	All departments MM's Office: CPM All HOD's OEM
NOVEMBER 2016 (OBJECTIVES & STRATEGIES PHASE)			
IDP	• Sector Forums sittings in preparation for the IDP Lekgotla (continue) • Joint Sector Forum in preparation for IDP Lekgotla • IDP Mega strategic planning (Presentation of Situational Analysis Report, Prioritisation of needs and draft strategic objectives)	1 – 11 November 2016 10 November 2016 14 November –09 December 2016	IDP Unit to arrange OEM & MM's Office to arrange All Departments
BUDGET	Preparation and submission of s71 reports to EM • Departmental budget inputs for 2017/18 with projected cash flows • Commence community and stakeholder consultation on the proposed tariffs	16 November 2016 16 November 2016 14 – 22 November 2016	BTO All departments BTO & Infrastructure Cluster
PMS	• Place 1st Quarter Report on the municipal website	10 November 2016	MM's Office: CPM

PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
	• Submission of 1st Quarter Report to Provincial and National Treasury.	10 November 2016	MM's Office: CPM
DECEMBER 2016 (STRATEGIES – PROJECT PHASE)			
IDP	• Finalisation of the IDP Lekgotla Report and dissemination to LMs and other relevant stakeholders (continues) • IDP Steering Committee (Strategies) • IDP Rep Forum (Draft Situational Analysis Report) • Submission of report on objectives, strategies and draft projects for each LM.	14 December 2016 9 December 2016 9 December 2016 9 December 2016	MM with HODs MM's Office: IDP to arrange All departments
BUDGET	• Finalise Departmental budget inputs for 2017/18. • Inputs on capital budget with cash flows • Submission of budget inputs with projected cash flows • Preparation and submission of s71 report to the Executive Mayor	5 December 2016 5 December 2016 13 December 2016 13 December 2016	All departments All departments All departments BTO
PMS	• Collation of the draft 2015/16 annual report incorporating financial and non-financial on performance, audit reports and annual financial statements. • Circulate 2nd Quarter and Midterm Performance Report template	8 December 2016 9 December 2016	MM's Office: CPM, BTO & Internal Audit MM's Office: CPM
JANUARY 2017 (PROJECT – INTEGRATION PHASE)			
IDP	• Consolidation Draft IDP 2017/2018 • Sector Forums	16 – 31 January 2017 16 – 31 January 2017	MM's Office: IDP Technical Sector Champions to arrange
BUDGET	• Preparation of mid-year performance assessment • Assess the performance of the DM as a whole & submit section 72 report on the assessment to the Mayor, Provincial Treasury and National Treasury. • Preparation and submission of s71 report to the Executive Mayor • Submit section 72 report to council in terms of section 54 (1) (f). • Submit section 52(d) report to council. • Ntinga to submit their 2013/14 budget to the DM (section 87) with projected cashflows • Final departmental/cluster's budget submission with the projected cashflows and all supporting documents • Submission of inputs on adjustment budget • Review proposed national and provincial allocations to the municipality for incorporation into the draft IDP	9 – 13 January 2017 9 – 13 January 2017 13 January 2017 27 January 2017 31 January 2017 31 January 2017 31 January 2017 31 January 2017 31 January 2017	BTO and All HODs All HODs BTO Executive Mayor Accounting Officer All HODs All HODs All HODs All HODs I
PMS	• Submission of 2nd Quarter and Midterm Performance report by all departments • Work session on Mid-term Assessment • Consolidation of midterm assessment work session inputs into a report • Present Draft Annual report & Mid-term report to Management • Executive Mayor tables Annual Report (2015/16) & Mid Term assessment report for 2016/17 to Council	16 January 2017 13 January 2017 16 - 20 January 2017 20 January 2017 31 January 2017	All HODs and Section Heads All departments MM's Office: CPM MM's Office: CPM Executive Mayor
FEBRUARY 2017 (INTEGRATION PHASE)			

PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
IDP	• IDP Steering Committee – Draft Projects (Internal Departments) • IDP Rep Forum – Presentation of Projects to be implemented by Sector Departments	2 February 2017 17 February 2017	All HODs MM's Office: IDP
BUDGET	• Work Session on the Adjustment Budget and revised SDBIP • Consider the proposed Ntinga's budget and assess whether it is in line with priorities and objectives and consider making recommendations if necessary (section 87) • Adjustment Budget and revised SDBIP to Council Structures • Preparation and submission of s71 report to the Executive Mayor • Ntinga and KFPM submit a revised budget in line with the DM's recommendations (section 87) • Finalise budget policies and tariff policy. • The Executive Mayor presents the adjustment budget to council for approval • Consolidation of the 2016/17-2017/18 detailed operational and capital budgets and budget schedules incorporating national and provincial allocations.(Draft Budget)	1 – 3 February 2017 8 – 12 February 2017 8 – 19 February 2017 12 February 2017 19 February 2017 19 February 2017 26 February 2017 26 February 2017	All HODs and section heads Council structures BTO to lead Accounting Officer BTO Ntinga BTO & Water Services Executive Mayor BTO & Water Services BTO
PMS	• Publicise the 2014/15 Annual report and invite comments from communities. • Work session on Adjustment Budget & Reviewed SDBIP 2016/2017 • Submit tabled reports (Annual Report & Mid Term Performance) to AG, National & Provincial Treasury and DLGTA. • Mid year performance reviews (top management)	8 – 12 February 2017 8 – 12 February 2017 12 February 2017 22 – 26 February 2017	MM's Office: CPM All HODs & S/Heads MM's Office; CPM MM
MARCH 2017 (APPROVAL PHASE)			
IDP	• IDP Rep Forum – Presentation of Draft IDP & Budget 2016/2017 • Draft IDP& Budget go to all Council Structures. • State of the District Address • Draft IDP& Budget tabled to Council	10 March 2017 14 – 18 March 2017 25 March 2017 31 March 2017	MM's Office: IDP to arrange MM's Office: IDP OEM & Speaker's Office Executive Mayor
BUDGET	• Finalise draft budget with related policies – budget, tariff, indigent etc • Council Structures considers the draft budget for 2017/18 • Mayoral Committee considers the draft budget for 2017/18 • The Executive Mayor table in Council the annual budget for 2017/18 and all supporting documents.	1 March 2017 14 March 2017 21 March 2017 31 March 2017	BTO and Water Services Council Committees Mayoral Committee Executive Mayor
PMS	• Oversight road shows on the 2015/16 Annual Report • Circulation of Third Term Report template to all departments • Approval of 2015/16 Oversight report on the Annual Report • Adopt the 2015/16 Annual report with the comments of the Oversight Committee.	1 – 3 March 2017 21 March 2017 31 March 2017 31 March 2017	Speaker's Office MM's Office: CPM Council Council

PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
APRIL 2017 (APPROVAL PHASE)			
IDP	• Draft IDP advertised for comments (21 days) • Submission of Draft IDP to AG, NT, PT, Legislature and DLGTA • Publicise/Advertise the IDP& Budget Road show schedule • IDP & Budget Road shows • Incorporation of community inputs into the IDP	4 April – 3 May 2017 14 April 2017 8 April 2017 11 – 22 April 2017 25 – 29 April 2017	MM's Office: IDP MM's Office: IDP Communications OEM & Speaker's Office MM's Office: IDP
BUDGET	• Prepare for and attend benchmarking exercise at National Treasury • Submit to provincial and National Treasury and other affected organs of state. • Publicise the 2017/18 tabled budget for communities to submit representations. • Preparation and submission of s71 report to the Executive Mayor • Consultations on the tabled budget • Submit section 52(d) report to council.	April 2017 8 April 2017 15 April 2017 14 April 2017 11 – 22 April 2017 29 April 2017	MM's office with relevant depts BTO BTO OEM/ Speaker's Office
PMS	• Submit Annual report to AG, National & Provincial Treasury, Legislature and DLGTA. • Submission of Third Quarter Performance Report 2016/2017 by departments • Consolidation of Third Quarter Performance Report 2016/2017 • Discussion of the Third Quarter Performance Report 2016/2017 by Management • Submission of Third Quarter Performance Report 2016//2017 to Council Structures • Tabling of Third Quarter Performance Report 2016/2017 to Council	14 April 2017 8 April 2016 11 – 14 April 2017 14 April 2016 18 April 2017 28 April 2017	MM's Office: CPM All departments MM's Office : IDP MM's Office: IDP OEM
MAY 2017 (APPROVAL PHASE – FINAL IDP & BUDGET)			
IDP	• IDP Representative Forum Meeting (Community Inputs & Presentation of Draft IDP & Budget for input) • Executive Mayor tables 2017/18 IDP and Budget to Council for final adoption.	19 May 2017 31 May 2017	MM's Office: IDP to arrange Executive Mayor
BUDGET	• Respond to submissions received and if necessary revise the budget for further consideration by relevant committees • Submit section 71 report to the Executive Mayor • Finalise budget for adoption incorporating all inputs received • The Executive Mayor table in Council the annual budget for 2017/18 and all supporting documents for approval	2 – 5 May2017 13 May 2017 20 May 2017 29 May 2017	BTO BTO Executive Mayor Council
PMS	• Submission of 3rd Quarter Report to Provincial and National Treasury. • Drafting of the 2017 – 2018 SDBIP & Performance Agreements	11May 2017 20– 29 May 2017	MM's Office: CPM All HODs
JUNE 2016 (POST APPROVAL PHASE)			
IDP	• Public notice on adoption of IDP • Submission of Final IDP & Budget to AG, National & Provincial Treasury, Legislature and DLGTA	4 – 8 June 2017 12 June 2017 24 June 2017	MM's Office: IDP MM's Office: IDP MM's Office: IDP

PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
	• Development of the summary of the IDP		
BUDGET	• Public notice on adoption of budget • Submit approved Budget to National and Provincial Treasuries as well as COGTA. • Submit section 71 report to the Executive Mayor • Capture approved budget into the financial system (Venus)	4 – 8 June 2017 15 June 2017 14 June 2017 15 -30 June 2017	BTO Accounting Officer BTO BTO
PMS	• Draft SDBIP & Performance Agreements to the Mayor 14 days after adoption of IDP & Budget • Submit approved SDBIP to MEC for Local Government, National and Provincial Treasury. • Publicise SDBIP and Performance Agreements • Executive Mayor approves Institutional SDBIP within 28 days of Budget approval • Approved SDBIP placed on the website and published in newspaper	20 June 2017 28 June 2017 30 June 2017 30 June 2017 30 June 2017	All HODs MM's office: CPM MM's office: CPM Executive Mayor MM's office: CPM, ICTM

ANNEXURE B: TABLE FOR MIG ALLOCATIONS FOR 2017/18 FINANCIAL YEAR